

International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 1 • 2017

Understanding the Indispensable Partnering Role of HR in Strengthening HR's Strategic Concern-A Case Study based Approach

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Abstract: The unparalleled contribution and striking role that HR department plays in shaping organization with a huge base of talent across the structure and position is worth noting. Supported by various researches and facts it is imperative to note that maintaining good employee employer relationship, connecting and aligning individual goals to the macro perspective strategic intent of organization becomes relevant to keep going.

Every organization benchmarks various employee centric and people oriented policy and tries to customize the same to suit to its organization largely and also based on several audits, assessment and the analytics largely it tries to gauge the driving and inhibiting forces. The focus of organization with business perspective and with that of function specific is on keeping workforce dynamic, skilled, proactive, competent and moving forward and remaining contribute.

But in certain situation due to clarity, miscommunication, lack of attention and action at appropriate time and due to perceptual distortions, gaps in expectation and failure in timely redressal of problem the relationship becomes strained which directly affects performance and even leading to fatal consequences like resignation, thus adding cost to the organization.

The proposed paper attempts to explain how minor infractions rising out from routine interaction aligned to HR functionaries like improperly designed training and assessment, communication distortions, relating role of hygiene factors in effectual performance may prove fatal and thus result into losing talent.

Through critical incident based case approach (based on experiential incident of three caselets) the paper aims to relate the reasons of differences case wise, the possible interventions and areas of failure and resulting losses due to it. It will also discuss conceptually based on insight from case lets the need to maintain transparent, time bound and trust based approach.

Keywords: Strategic HR, Employee-employer relations, Effectual HRM, Intervention based HR approach

INTRODUCTION

The hotel industry is a form of business which relates to providing accommodations in lodging, food and beverage and a vast variety of services that are interrelated and organized intended for public service. The history of hotels is intimately connected to that of civilizations. Nishiyama Onsen Keiunkan hotel in Japan is considered to be the world's oldest hotel which was established in 705AD. In India, The Rugby, Matheran, The Taj Mahal Hotel, Mumbai, The Grand, Calcutta, The Cecil Hotels, Shimla and Muree and The Savoy, Mussoorie are regarded among pioneer hotels. (Devendra, 2001).

According to the Ministry of Tourism of Indian government, hotels in India can be classified as one-star, two-star, three-star, four-star, five-star, five-star deluxe and heritage hotels. Taj, Oberoi, Leela Palace, Windflower Hall and ITC Hotels are among the well-known hotel chains in India.

In India, more than 850 new properties will be operated by international hotel brands in 5 to 8 years, adding nearly 65,000-100,000 new rooms to the existing capacities, according to market research agency ICRA. (2016).

Relevance of Tourism

Tourism in India accounts for 7.5% of the GDP and is the third largest foreign exchange earner for the country. The direct contribution of tourism and hospitality industry towards GDP in 2016, is expected to be US\$47 billion. India ranks 14th in the world in terms of its tourism sector's contribution to the GDP. The direct contribution of travel and tourism to GDP is estimated to grow at 7.2% per annum, during the period 2015 – 2025, with the contribution to GDP expected to reach US\$160.2 billion by 2026. Foreign tourist arrival reached 8.89 million in the year 2016 representing a growth of 10.7% as compared to 2015.

Tourism in India has proved to be a source of income as employment increases which sweeps away poverty. The advent of tourism in India had resulted in a surge of 8.78% in employment. There are nearly 20 million people currently working in the tourism industry of India. Tourism has also provided impetus for foreign exchange earning in India. Hospitality industry has played a significant role in preserving heritage properties. The flow of money generated by tourist spending multiplies as it passes through various sections of the economy. It also leads to the development of privatization which also adds to the growth of country. For the growth and development of hospitality industry it is necessary to take into consideration the prevalence of law and order ensuring peace and security. The underdeveloped regions of the country can greatly benefit from tourism development as many areas of high scenic beauty and cultural attractions are economically backward. Increased tourist movement, economic growth and government measures are some major drivers of the industry in India. Social media is yet another platform which has made a very significant impact on the growth of tourism industry.

Role and structure of HR department in Hospitality sector

There are various departments in an organization. Each department possesses employees with their own set of defined roles and accomplish the task with the focus of achieving organizational goal. HR department in such organizations align their HR strategy with the organizational strategy (Bagga & Srivastava, 2014). HR Department's key functions include recruitment selection, training and development and to provide

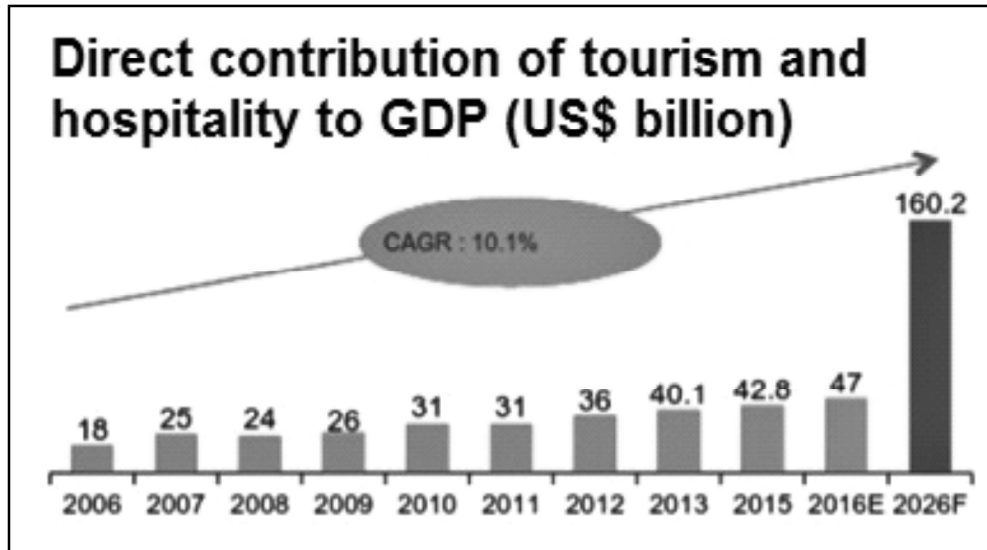


Figure 1: Direct Contribution of Tourism and Hospitality to GDP

Source: World Travel and Tourism's Economic Impact 2015, News Article, TechSci Research

motivation to the employees towards job performance. HR department is responsible for conflict management, and is focused on retaining employees which leads to low attrition rate.

Human resource department is indispensable as the HR managers are well versed with the importance of per head within each department, as when one employee in small organization leave they leave huge gap which perform multiple function. Nowadays organizations are faced with the challenge of managing people from different cultures, age group, mindset, countries, genders, lifestyles etc. Also unlike the past, employees in today's time are more individualistic, feel insecure and have a trust deficit towards the organization. This emphasizes the role of HR department in managing employees and retaining them (Bagga, 2015).

Hiring is a key HR function which ensures that adequate and competent people are employed so that the organization functions properly. Inept hiring process can prove hazardous for the business. Training process enables the employees to hone their skills in order to efficiently execute their tasks (Bagga & Khanna, 2014). Inefficient training often leads to erratic employee output which is inconsistent with the job requirements. Conflict management is yet another important responsibility of HR management. Conflicts may arise due to various reasons but if these are not reconciled in time, may lead to huge loss of productivity. Also, devising a suitable compensation policy is indispensable to motivate and retain the employees. In case the compensation scheme is not at par with the expectations of the employees, it can lead to employee attrition which in turn adversely affects the organization.

This case based qualitative research paper focuses on three caselets observed in hospitality sector. The first caselet relates to effects of faulty hiring. Second caselet deals with heedlessness towards conflict management. The third caselet relates to inability to retain key employees due to lack of timely attention and redresses.

Thus, based on the above caselets the strategic role that HR plays in making business sustainability boundary-less and more organized through HR re-inventive approach seems evitable. Though all the three

cases are related and highlight the HR issues but are indispensable in highlighting the prominent and unparalleled role that HR policies and functional role that it plays as a connect, catalyst and a transformer.

It is expected that through the above caselets not only sector specific but generalized inferences to understand imperative role of HR can be assessed so that any talent loss or loss occurring out of miscommunication, misfit HR policies and their possible repercussions on workforce can be understood and aligned collaboratively with strategic goals of organization.

LITERATURE REVIEW

Jordan and Troth (2002) examined the relation between emotional intelligence and preferred styles of conflict resolution and the implications for human resource development. It was found that the different elements of emotional intelligence are more significantly associated with collaborative conflict resolution techniques rather than with avoidance or competition. The research suggests that the emotions generated during an organizational change process may be managed by providing employees with the necessary skills to manage those emotions. It was recommended that human resource development practitioners could use emotional intelligence improvement programs as a means to provide employees with additional skills so as to tackle conflict in the workplace.

Chand and Katou (2007) conducted a research on the effect of HRM systems on organizational performance in the hotel industry in India. It was found that performance of hotels is has a positive relation with human resource management systems of recruitment and selection, training and development, manpower planning, job design, pay systems and quality circle.

Wall and Callister (1995) conducted a study on the nature of conflict and its management. It was inferred that conflict which springs from interdependence, tight resources, diversity and other sources, will not be self-managed by employees. It was observed that unlike the past, employees have become insecure about their jobs and have lost trust in the organization and their managers as a result they are less likely to manage their own conflicts for the sake of the organization.

Wiley (1997) studied the various motivational factors for employees over a period of forty years. The results reveal that the various job-related factors that motivate employees change with time and may even vary significantly across subgroups.

Randy K. Chiu *et al.* (2002) examined the various compensation components offered by organizations to employees in order to motivate and retain them. Needs and wants differ across cultures and countries. It was found that with respect to employees in Hong Kong and China, profit sharing and annual leave are more important to people of Hong Kong, while, individual bonus, housing provision and overtime allowance are more important to people of China.

Huselid (1995) conducted a comprehensive research to evaluate the relation between High performance work practices and Firm performance. It was found that the use of high performance work practices results in better firm performance. Investing in high performance work practices like intensity of recruiting efforts, average number of hours of training per employee and promotion criteria, can fetch good financial returns due to the influence on employee turnover and productivity.

Vasquez (2014) studied the factors for employee retention in hospitality sector. It was concluded that employee retention is essential for economic progress of an organization, because a company spends more

time producing rather than training new employees. Retention also improves job satisfaction and customer service. Maintaining a good working environment including management support, reward, and incentive programs, employee empowerment, motivation, effective leadership, and organizational culture would lead to employee retention.

Gupta (2014) studied the role of monetary compensation in employee satisfaction and retention. It was inferred that a good salary and good compensations are key factors for satisfying the employees. Employees generally feel motivated when their salary is enhanced. It was suggested that factors like fair treatment, fair compensation and fair work hours, would improve employee job attitudes and motivate them to work hard.

Ishrat (2013) conducted research on differences in recruitment selection and training and development policies adopted in foreign and Indian MNCs. PEST, culture, and globalization plays an important role. It was found that recruitment process was followed with biasness and selection of was not done on the basis of requirement of job, training environment works for the betterment of employee learning and was satisfactory, training and development was needed for the growth of employees, training works for the improvement, as both Indian organization and MNC showed the training provides improvement up to 73% in Indian organizations and 81 in MNC's. and provides benefit to employees and organization which ranges to 63% in Indian organization and 82 in foreign MNCs. It was also found that training and development was needed frequently to both the old and new employees

Ukandu and Ukpere (2013) conducted a research on the effect of poor training and development on the employee performance. It was concluded that with poor training and development majority of employees were not empowered. Employees were given training frequently which lead them towards lack of motivation, lack of work performance, and increasing the attrition rate. Employees performance was not improved because of improper follow up after training, which was clarified in analysis that 69% had not improved job performance and 43% have. Proper training will help organization to achieve work performance and achieve their goal.

Omolo et al (2012) conducted a research on effect of recruitment and selection on performance. it was concluded that overall performance was 60%. With proper recruitment and selection, the performance was 81.90% and with average R&S performance was 67.94 %, however with poor R&S performance 40.8%. the study concluded that recruitment and selection had a direct relevance with performance of employees, better the recruitment and selection better is the performance.

Aguenza and Som (2012) conducted a research on motivational factors on employee retention and engagement in organization and it was concluded that employees stay or leave an organization based on factors such as financial reward, job characteristics, career development, recognition, employee management and work-life balance

Xesha *et al.* (2014) studied the significance of employee-employer relationship with regard to business growth. It was inferred that good employee-employer relationship results in inspiration towards hard work, enhanced productivity, increased level of competency and improved customer service. The key relationship enhancers were identified as managerial activities like planning, organizing, leading, controlling and providing job satisfaction.

Verdasca (2011) explored the nature of bullying behaviors in work place in terms of power, political behaviors, internal competition and conflict. It was found that the situations of bullying occur due to the misuse of subjective psychological characteristics and unfair low markings for performance appraisal issues.

Thus, based on the literature it is clear that HR policies and procedures have a deep role to play in building brand and image of organization, strengthening the availability of skilled workforce, team work, employee engagement and a positive work culture in organization.

The present paper through case study approach aims at understanding the role of different HR sub functions and HR elements in making organization work culture moving and positive.

The paper highlights three different cases wherein with respect to different functionalities of HR viz training, effective recruitment, appraisal, compensation structure and the possible problems which arises when these areas do not function well and affect employee retention and thus affecting organization image as well.

The three cases mentioned are all in context to Hospitality sector but due to reason of confidentiality the name of the organization is kept anonymous.

CASES

Case 1

Mr. A, a young professional, joined a luxury hotel as a sales coordinator and within 2 years rose to the position of sales executive. He had been working enthusiastically towards achievement of his sales targets. His routine tasks would involve writing emails to the guests, travel agents and his team mates and also attending phone calls usually from potential guests and travel agents. His job required him to possess various abilities which included agility, exuberance, hard work, patience, perseverance and above all fine communication skills. Although he showed brilliance in other traits but there was an inexcusable disparity when it came to effective communication skills. This deficiency was never even criticized in the organization as it was always overshadowed by his achievement of sales targets.

One fine day he was called in the HR department and a letter of warning was issued to him. This was because a guest had lodged a complaint against him with regard to improper and inadequate email sent by him during confirmation.

As a follow-up measure, learning and development manager was ordered to daily monitor few random emails sent by him and to admonish him. Although, to some extent this measure was helpful in reducing any further instances of such customer grievances but it wasn't an apt solution to the problem which even the HR department realized.

The problem here is of ineffective recruitment or properly defined training methods wherein during recruitment the skill present and the gaps should be identified and henceforth suitable training methods can be adopted to improve the performance rather than affecting work, employee and the . HR department is in place in an organization to make employees aware what is expected of them from day one so that their goals match with that of organization.

Case 2

A chasm between marketing and sales department (back office) and operations department (front office) emerged as the director marketing & sales and front office manager disputed over some profound issues. These included offering differential rates to the regional travel agents as compared to others. Also, the manner of reservations and dealing with client grievances were disputed over. A lack of compatibility between the two departments was observed. Gradually this rift between the said departments became so palpable that each blamed the other for loss of revenues as their “voices” echoed in the daily routine meetings. Although the sales targets set by the management were achieved by the sales department yet this couldn't suffice as a shield against criticisms made by the operations department.

This growing rift between the two departments could possibly result in very adverse consequences both to the employees and the organization yet Human Resource Managers paid no heed towards it. Probably because the matter didn't “directly” fall under their purview.

Although the operations department was more or less successful in getting their views imposed through the General Manager but the same had a negative impact on the employees of the sales department with regards to their power and significance in the organization. This resulted in disenchantment among the sales department employees with the organization.

Some of the employees of the sales department seemed mortified and demoralized with the situation and even felt that their position in the organization was at stake. This subsequently affected their performance in the organization and they considered even to switch to some other similar organization. It seemed as if it provided impetus to their idea of exiting from the organization, although the most prestigious in the region in the hotel business sector, which added to other minor grievances.

At last the HR managers did attempt to address the seemingly natural repercussions of the situation by ‘ensuring growth in the organization’ to one of the employees of the sales team. Still it's very significant impact was questionable as the root of the issue wasn't addressed at the right time when required.

Notably one of the employees who happened to be the assistant sales manager held very different views from his team concerning his future in the organization. This was because he, unlike others, was married, had two children and didn't want to take a ‘risk’ at this stage of his life and career.

This all led to - Resignation of some employees from the sales team, the revenues will drastically fall till new efficient sales personnel are hired, extra costs of hiring and training new employees, Demoralization of the back-office staff on the whole due to the situation, the resigned employees may join any one of the competitors which may prove to be very adverse for the hotel.

Case 3

Mr. X started working as a trainee in food and beverages department, based on his dedication and passion towards the work he was hired and soon promoted as an executive employee. He was honest, hardworking and exuberant concerning his tasks, and satisfied with the idea of working in a prestigious organization. His seniors in the organization were pleased with his performance as he was found to be a dedicated employee.

But as time passed, considering his monetary compensation and the increments which seem disappointing to his expectations, he developed disenchantment towards the organization. Gradually its

repercussions started to manifest in the form of his sloppy work attitude about which he was reticent towards his managers.

His fears of languishing in a place, where any possibility of an imminent surge in his salary or position in the organization was hopeless, caused him to take a strong decision.

On one fine morning, he submitted his resignation letter. His resignation came as a shock to the HR department as his performance was much praised in the organization. It was during the exit interview that the HR managers realized the root cause of his decision.

His exit from the hotel not only had a negative, though transient, impact on the organization rather it also had a demotivating effect on his colleagues.

Implications: Exit of a key performer- negative impact on operations- customer satisfaction- revenue, low morale of his team/co-workers which would impair their performance, may provide impetus for further employee attrition, word of mouth against the org in the 'employment market.

ISSUES IN THE CASELETS: CASE WISE OBSERVATIONS

Case 1

1. **Inefficient Hiring:** Inefficient hiring process as the HR department failed to hire appropriate employee with necessary skills.
2. **Ineffective Training:** Ineffective training as the employee wasn't trained properly which was reflected from his performance. Lack of knowledge on part of HR department to identify the gap in candidate which needed training. Failure of T&D to impart the need of "quality" in employee work.
3. Inability of T&D to provide in between training to employees after they join
4. **Ineffective Training & Development:** No perpetual and systematic monitoring process was set up to ensure continuous improvement of the required skills. No Pro-active measures by HR Department
5. **Effects of Ineffective Hiring and Training:** Loss on account on hiring employee and training such employee. Brand image of organisation being affected. Inefficient hiring followed by ineffective training also led to customer dissatisfaction and loss of revenue
6. **Integrity & Responsibility:** Dishonesty on the part of employee to work appropriately. Lack of responsibility to behave professionally. The performance of the employee was not upto professional standards Lack of education knowledge in employee
7. **Content, compensation:** Employee lack interest in job because content is same or not what they want Compensation not made according to what work they do
8. **Leadership skills:** Lack of leadership ability of reporting manager to identify the problem before it reached higher authority.
9. **Psychological impact:** Psychological effect on Hr manager being accountable to his superior.
10. **Lack of knowledge:** Communication skills both written and oral are indispensable for sales employees and their importance can't be underestimated. Lack of education knowledge in employee.

11. **No Follow up action by HR:** Employee was demotivated as he was warned thrice. Yet the HR department failed to come up with a pragmatic solution.
12. **Improper performance parameters:** Achieving the sales targets doesn't necessitate good performance.

Case 2

1. **Inter-departmental Conflict:** Inter-department misunderstandings can have pernicious consequences on an organization.
2. **Conflict Management:** It is very essential for the HR management to ensure harmony and cooperation among various departments as both HR and business objectives cannot be achieved without the same.
3. **Timely Redressal:** If a rift is not settled in time it may eventually result in very adverse consequences like employee attrition.
4. **Improper redressal and lack of sense of responsibility:** Role of HR department in conflict management may involve dealing with complexities like issues related to marketing and sales etc.
5. **Power Distribution, Politics and Role Ambiguity:** Once power structure and hierarchy is not clearly defined and elucidated to the employees it can result in chaos and mismanagement.
6. **Individual intrinsic and extrinsic value (self), EVP:** In case a team or an employee feels his insignificance in the organization it may be a sufficient cause for resigning from the job.
7. **Demographic talent segmentation:** Switching jobs can be perceived as risky by married employees.

Case 3

1. **Monetary compensation** is considered as a very important motivational factor by many employees.
2. **Brand Image only a temporary motivational factor:** High brand esteem is only a transient motivational factor.
3. **Performance based monetary benefits:** Absence of performance based monetary increments and incentives results in employee dissatisfaction.
4. Immediate superior unaware about the distress piled up in employee. Immediate superior is responsible for employee turnover and retention.
5. Lack of appreciation
6. Lack of reward causes attrition irrespective of number of years served in the organization.
7. Career graph has an important significance in employee retention which was found to be low in the mentioned case.
8. Culture was another factor which induced the employee to exit the organization

CONCEPTUAL FRAMEWORK OF THE IDENTIFIED CAUSES AND CONCERN OF CASES

Based on the identified problems it is important to understand that as a necessary intervention the following theories can be suggested so that the problem with reference to HR issues can be improved

1. **Vroom's Expectancy Theory:** Expectancy theory states that individuals are motivated to do best in their work only when they know that their efforts will lead them to achieve performance appraisal and that will lead them to organization reward and that reward, towards which an individual had put all the efforts. The expectancy theory clears that the employee in case 3 was not provided with the reward he wanted, despite the efforts he indulged to make a good performance.
2. **Six C's Model by Cheese, Thomas and Craig:** The model provides the 6 C's basis for retention of employee in the organization. The first C talks about providing *career* opportunity for growth of employees in the organization. Secondly, the *community* in a sense of positive environment in an organization which motivates him to stay. Thirdly, *Content* that is task which they perform help them to grow and utilize their KSA to the fullest.

Fourthly, *compensation* should be provided to the same extend of their work performed for their retention

Fifthly, *congruence* which helps in establishing common linkage between organizational and individual goals.

Sixthly, *coping mechanism* i.e. to what extend employees are provided training so that they match their abilities with the expectation of their job.

All the C's provides the basis of retaining employees in the organization.

3. **Krikpatrick's training evaluation model:** Krikpatrick's 4 level training evaluation model for measuring the training effectiveness are:

Reaction, Learning, Behavior and Results.

Reaction is about knowing how the trainees felt about the training, was training fulfilling the requirement of their job and what all is missing that need to be included.

Learning is about getting to know what the trainees have learned from the provided training and what are they lacking so that training can be improved for future desired results

Behavior is about knowing how often employees are implementing knowledge in the work place that they have acquired through training. The information that help them work better for achieving the targets and organization goal.

Finally, the result which is to be analyzed about the training, as to how much the training have been effective or ineffective

In case 3, the result showed that employee satisfaction is less which increases attrition.

Case 1, specifies that the training is ineffective as the employee did not apply the learned behavior, and committed mistakes.

Thus, based on the above theories organization can take necessary steps to effectively design and implement HR policies and procedures in a way to employees and thus resulting into organization success.

IMPLICATIONS OF STUDY

Thus, from the above cases it can be understood that HR plays a central partnering role in organization building and thus management should ensure that all the sub functions and different HR elements are adding to organization effectiveness .Hospitality sector tries to keep its employees happy and motivated since it is one sector wherein satisfied and happy workers reflect the same with respect to services they render to customers and thus ensuring long term relationship with commitment and effective outcome.

It is important for organization to ensure that policies and HR elements should be employee driven and through regular review, feedback and interaction sufficient training and preparedness of the employee should be done. Also, learning from the best practices across the sector should be kept open so that benchmarking and then remaining competitively sustainable becomes possible.

Every employee with an HR perspective is unique and competent in itself so above the employment relationship lies the relationship of parenting leadership and nurturing the talent both available and to be explored so that policies and procedures become facilitator rather than becoming obstruction in the field of organization success. For example, best of the organization try to adopt these practices to ensure employee effectiveness-

Recruitment & Selection process includes application form, written examination, medical examination and finally various rounds of personal interviews to ensure that the candidate with appropriate skills and values is hired.

Training & Development Policy: Training process usually extends to 18 months training which is 6 months more than the industry norm. Training is not only provided concerning the field of expertise but also all other the related functions.

360-degree Feedback: Employees, including the managers and departmental heads are evaluated on the basis of feedback by their immediate subordinates. It guides them to prepare a roadmap for the future endeavors and to tone their skills.

ESTS: Employee Satisfaction Tracking System- This entails conducting surveys to elicit response from the employees and the records collected are used to rate the overall satisfaction level of the employees. Targeted to achieve 100% satisfaction in the course of its operation. Regularly looks into the employees' concerns and in order to address them. Forums for the employees to voice their recommendation or compliment their colleagues. Mandatory for the review committee to reply to the employees' suggestions within 2 days or he shall be allotted default points.

STARS: Special Thanks and Recognition System- To recognize and reward employees who performed excellently and to be promoted successively to various levels. Employees are not just assessed on their performance but also on the basis of values like honesty, trustworthiness, concern for the environment, team spirit, cooperation etc. Appreciations from the customers also fetched points.

Appraisal System: The appraised system based on: Self reviews by departmental heads which are timely sent to the HR managers. Potential assessment of the employees is conducted by the HODs. Talent

card of employees which is used to analyze tasks completed, tasks yet to be completed and skills required for future assignments is also formulated by departmental heads. These all schemes make policies flexible, transparent and more dynamic.

LIMITATIONS OF STUDY

This being a huge sector both organized and unorganized, the present study aims to understand the gaps in organized sector thus the huge proportion of unorganized hoteling remains uncovered.

The study covers the issues pertaining HR perspective, the remaining discipline and functionalities can also be explored.

The number of organizations selected for the study were limited and that too limited to a region, thus longitudinal studies covering larger population can be initiated.

The issues covered almost reflect the employee driven concerns, the same can be applied to the other organizational elements like structure, strategy, size of organization or competitiveness.

CONCLUSION

This study evinces the importance of proper HR management in an organization. It reveals that any deficiency in the process of hiring can prove to be detrimental both to the employee and the organization. Hiring of an inappropriate employee may lead to loss of revenue, reputation and customer dissatisfaction. Training process must yield prolific results exhibited by enhanced employee performance which requires to be monitored. Moreover, the disparity between the employee performance and expected quality were incongruent because of inept hiring and training and lack of any follow-up action on the part of HR as evidenced in the case, which is suggested to be strengthened more to make HR more strategic driven.

The study emphasizes the importance of conflict management as an integral duty of HR. Timely redressal of the conflict, regardless of the underlying cause, is indispensable for employee satisfaction, motivation and the growth of the business. Also, conflicting roles must not be assigned to the departments and the distribution of power must be elucidated to the employees, time and again, so as to clarify any ambiguity which may later result in conflicts. Employee retention policy must also take into consideration factors like age, marital status and cultural context of the employees. The cases accentuate the impact of employee involvement in management so as to make them feel relevant and significant in the organization with high morale.

Finally, the study points out the fact that fair and equitable monetary compensation is very necessary for employee retention. Other factors like high brand value or employee engagement activities only have a transient impact on the satisfaction and motivation of employees. Rather, monetary compensation and performance based monetary incentives play a major role in employee motivation, satisfaction and retention.

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