

Human Resource Practices in Hotel Industry in India with special reference to Delhi NCR Region

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ABSTRACT: The hotel business thrives due of its staff, who are the true company assets because to the many ways in which they go above and beyond for visitors. Knowledge of human capital is inextricably linked to the hotel industry's human resource management practise because of the industry's reliance on human action. An organization's greatest asset is its staff, therefore it makes sense to do all it can to cultivate talent among its workers and encourage fresh ways of thinking in order to attract and retain talented workers. The study's literature assessment supports the idea that creative endeavours, when combined with expert staff, can yield competitive advantages. The hotel industry's improved human resources will lead to more chances for knowledge sharing inside the company. Due to the complexity and time commitment involved in studying the hotel sector as a whole, the focus of this study is limited to the hotel business in the Delhi–National Capital Region (NCR). The hotel industry in Delhi–National Capital Region (NCR) would stand in for the country as a whole. The purpose of this study is to learn about HR policies and procedures in the hospitality sector. The findings of this study will hopefully help to strengthen existing ideas and provide new perspectives on Human Resources management.

Keywords: Recruitment, Talent acquisition, Onboarding, Culture, Employee development, Retention, Policies, Compliance.

INTRODUCTION

The hotel sector is currently experiencing severe difficulties in the area of human resources, as it is unable to attract and retain a sufficient number of qualified workers. Since many well-traveled people choose to stay in hotels, this study has zeroed in on the hospitality sector, where guests are expected to be treated like royalty and where employees are trained to handle situations in a very particular way. The focus of this research is on the challenges faced by the hospitality sector in maintaining their human resource, notwithstanding its importance. It has been advised that the hospitality sector implement novel approaches to human resource management in order to retain its staff. The study's overarching goal is to examine how the hospitality industry handles its human resources and what kinds of innovations have been implemented there.

The hotel sector has been functioning under increasingly complicated circumstances as business risks have been suddenly and widely shifted around the world. The hospitality sector is making more efforts to satisfy the demands of increasingly discerning clients all over the world. There are plenty of high-end hotels and other lodging options all around the world, but some of these establishments are going the additional mile to keep their regular customers happy. A hotel's staff is second only to its guests in terms of importance to the business, so it's crucial that they have the necessary expertise, technology, and empathy to handle any situation that may arise. To wit: (Sainaghi, 2010)

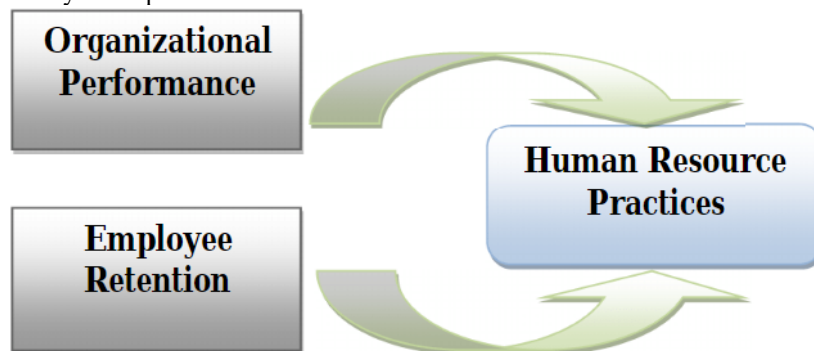
When an employee provides a service to a customer, the consumer immediately consumes that service, demonstrating that the customer places equal value on the service's quality and the employee's capacity to provide it. However, in order to ensure the long-term success of the company, the hotel sector must aggressively deal with human resources and provide new activities to sustain the personnel in the hospitality industry. According to Sainaghi (2010), the employees of a service-based firm are the most important factor in its success and financial success.

There are numerous researches to be conducted in order to identify different innovative aspect in Human Resource actions as they are significant resource of the organization which are also competitive advantage for the organization too. Salem (2014) state that that, the strategic HR action requires in hospitality industry to develop consistent and aligned practices to retain the employees which can match with strategic goals of organization. The innovation brought in human resource seems to be rare and valuable which cannot be easily

imitated but it leverages the hotel organization to attain the strategic position in industry. The innovation in HR practices would enable the development of complex social relationship which cultivate the important organizational knowledge to be embedded in culture of organization and also reflects in actions and commitments of organization. The HR strategists in hotel business supposed to develop and implement differentiated and immobile innovations which can bring significant change in working methods and actions of human resource. The innovation is quite prominent in human resource system of hotel industry as innovation sparks new waves and technological revolution in industry resulting into enhanced customer satisfaction. The innovative HR practices and its impact have been majorly focused on corporate sector earlier but now the same is also significantly covered in other industries like Hotel.

The current study is majorly focused on innovation HR practices and its impact in hotel industry as it is very important to address the industry to be studied because different industry involves different practices and also the economic activities because of which the innovative HR practice would also act differently in those industries. In this study, an attempt of studying different factors of innovation in HR would also be done and also the impact of other industries would be ruled out by focusing majorly on hotel industry as the hospitality sector comprise of numerous other industries too. The purpose of study is to determine that how specific the innovation HR would impact the performance of HR in hotel industry.

HR practices extend to workforce planning, which involves forecasting future talent needs, succession planning, and addressing skills gaps. This forward-thinking approach helps organizations adapt to changes in their industry and ensure a continuous pipeline of talent to meet evolving demands. There has been a shift in focus on HR metrics and data analytics in recent years. HR professionals increasingly make choices regarding people management, recruiting tactics, and performance assessments based on data in order to be as informed as possible. This method, which is driven by data, makes it possible for companies to improve the HR practises they use, which in turn increases their productivity. HR practises play a crucial part in change management, which is the process of leading an organisation through times of transition and assisting workers in adapting to new procedures, technology, or modifications in the culture of the business. (Aguinis, H., & Kraiger, K. 2009) The term "HR practises" refers to a wide variety of endeavours that extend well beyond the purview of "conventional personnel management." They play a crucial role in aligning an organization's personnel with its strategic objectives, boosting employee experiences, and assuring the organization's long-term viability and competitiveness in today's fast-paced business climate.



Source: *HRM Practices in Performance of Organization and Employee Retention*
https://www.researchgate.net/publication/267779215_Role_of_HRM_Practices_in_Performance_of_Organizati_on_and_Employee_Retention

Employee Benefits and Compensation:

The creation and administration of compensation packages is the responsibility of HR experts. These packages may include wage structures, bonus structures, and benefits like as healthcare, retirement programmes, and stock options. These strategies are designed to entice and retain top-tier employees. The contemporary Human Resources (HR) practises include employee benefits and remuneration as fundamental building blocks of the framework. (Pfeffer, J. 1994) The purpose of these techniques is to increase an organization's ability to recruit, inspire, and retain elite people within its ranks. Compensation refers to the monetary rewards provided to employees for their work, including base salaries, bonuses, commissions, and stock options. On the other side, employee benefits are defined as advantages that are not monetary in nature and include paid time off, retirement plans, healthcare coverage, and wellness programmes. (Becker, B. E., & Gerhart, B. 1996). Together, they make up a complete benefit package that not only acknowledges the accomplishments of workers but also helps to look out for their general health and happiness. Not only are effective salary and benefits policies essential for the recruitment of top-tier talent, but they are also essential for sustaining a highly motivated and

content staff. In a competitive job market, organizations that offer competitive compensation packages and attractive benefits are more likely to attract and retain skilled employees, ultimately contributing to their long-term success and sustainability. Therefore, the administration of employee benefits and pay is a strategic requirement in HR practises. This requires a careful balance between addressing the demands of workers and aligning with the firm's financial objectives and the market competitiveness of the organisation.

Propositions	HR Practices	Management Results and Behavior
P ₁ : Social networks	Virtual interaction Technological innovation Dissemination and trust	Attract talent Referral marketing Feedback
P ₂ : Employer Branding	Company publicity Public recognition Internal and external candidates	Solid image Motivation Reputation
P ₃ : Online tools	Datamining Big data HR Analytics	Filtering and decision Cost and time saving Predictive and statistical
P ₄ : Talent Management	Cultural integration Participation and succession Global and local adaptation	Personality and values Multi-direction messages Reduce transition shock
P ₅ : Networking	Online contacts Access to talent Automation	Reduce geographical barrier Wide public Desired profile

Source: own elaboration.

Human resources practices, and HR management results and behavior

Source: Rodríguez-Sánchez, J.-L., Montero-Navarro, A., & Gallego-Losada, R. (2019). *The Opportunity Presented by Technological Innovation to Attract Valuable Human Resources. Sustainability*, 11(20), 5785. doi:10.3390/su11205785

Performance Appraisals and Feedback

Human resource plays a pivotal role in instituting performance appraisal systems that enable regular feedback on work, the establishment of performance goals, and the promotion of professional development for employees. Performance assessments and feedback are key parts of Human Resources (HR) operations that concentrate on assessing and enhancing employee performance within a business. An employee's performance is evaluated in terms of how well they met their objectives and how well they met the requirements for their position. These assessments provide a systematic method of gauging an employee's performance, pinpointing areas of growth, and praising successes. (Cappelli, P., & Keller, J. R. 2014) In this context, feedback refers to the regular exchange of information between managers and their staff in order to provide information that might improve performance. Several critical organisational goals benefit from efficient performance reviews and feedback systems. They serve as a foundation for making choices about raises, incentives, and promotions, as well as for aligning personal goals with those of the company as a whole. Also, a culture of responsibility, employee involvement, and growth may be fostered via consistent feedback. By emphasising performance reviews and feedback, HR policies encourage individuals to attain their maximum potential and contribute to the overall success and development of the firm.

Workplace Diversity and Inclusion

Human resources practises include actions to increase diversity and inclusion, such as open and diverse recruiting policies, diversity education, and the monitoring of relevant diversity measures. Human resource (HR) policies in the 21st century have placed a premium on fostering a work environment that recognises and appreciates its diverse workforce. Race, gender, age, ethnicity, sexual orientation, ability, and other characteristics are only some of the many aspects of diversity. (Ulrich, D., & Dulebohn, J. H. 2015) In contrast, inclusion refers to the deliberate and proactive actions taken by businesses to create an environment where all workers, regardless of their personal or professional histories, may feel safe, respected, and encouraged to share their ideas and expertise. Human resource strategies in this area recognise the value of a varied and inclusive workforce, thus they develop policies, programmes, and projects to increase diversity in the company's applicant pool and workplace.

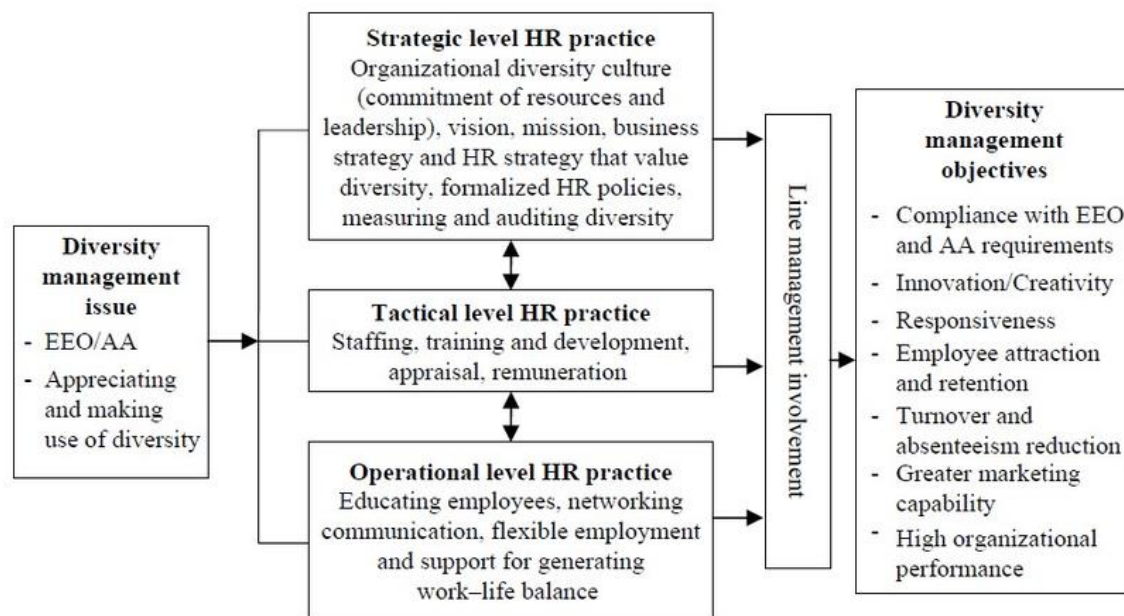


Figure 1. A framework of HR diversity management.

Source: https://www.google.com/url?sa=i&url=https%3A%2F%2Fwww.researchgate.net%2Ffigure%2FA-Framework-of-HR-Diversity-Management_fig3_304352407&sig=AOvVaw37aLk

Organizations would do well to prioritise diversity and inclusion efforts for both ethical and competitive reasons. They help us see things in new ways, inspire us to come up with fresh solutions, and motivate us to make bolder choices. Additionally, diverse teams frequently mirror the variety of consumers and clients, enabling firms better connect with and serve their markets. A diverse and inclusive workplace has been shown to increase productivity, morale, and job satisfaction. (Boxall, P., & Purcell, J. 2003) HR approaches in this sector also handle problems of unconscious prejudice, discrimination, and harassment, building an atmosphere where workers can attain their full potential, cooperate successfully, and contribute to the organization's success. Workplace diversity and inclusion are now essential pillars of HR strategies, helping to shape the future of work and the performance of businesses as they seek to remain competitive and relevant in an increasingly global and varied world.

Workforce Analytics and HR Metrics:

Key HR variables including as turnover rate, employee engagement, and cost per hiring are discussed in further detail below. Workforce analytics and HR metrics are significant tools within HR practises, allowing businesses to make informed choices based on hard facts. Workforce analytics makes use of the plethora of employee-related data that modern firms collect to improve HR management in a number of ways. Conversely, human resource metrics entail the methodical measuring and monitoring of key performance indicators (KPIs) associated with HR operations and results. By adhering to these procedures, human resource managers may gauge the success of their plans and programmes. Workforce analytics may be used to evaluate several aspects of the hiring process, including employee satisfaction, retention, and future demand. (Rousseau, D. M., & Tijoriwala, S. A. 1998) Human resource metrics may include, but are not limited to, measures of diversity and inclusion, talent acquisition cost, time to fill job openings, and employee happiness. Analysis of these indicators allows HR departments to pinpoint problem areas, capitalise on successes, and better allocate resources. Human resource metrics and analytics assist businesses improve their human capital management, resource allocation, and alignment with business goals. Workforce analytics and HR metrics have become vital tools for HR professionals looking to increase their effect on the bottom line in today's day where data-driven decision-making is critical for organisational success.

Employee Engagement and Satisfaction:

HR methods aimed at boosting employee engagement and job happiness might include staff surveys, feedback channels, and measures to enhance work-life balance. Human Resources (HR) policies that prioritise a good and satisfying workplace for workers place a premium on employee engagement and happiness. The term "employee

engagement" describes the level of an employee's emotional investment in their work and their company. Satisfaction, on the other hand, is a metric for gauging how happy workers are with many facets of their jobs, such as their responsibilities, pay, opportunities for personal growth, and physical and mental safety. Human resource techniques in this area strive to create an environment where workers feel inspired, appreciated, and invested in the company's success. Employees that are invested in their work and happy in their jobs are more likely to be productive, innovative, and loyal to their employers. (Lengnick-Hall, M. L., & Lengnick-Hall, C. A. 2003) Regular feedback systems, surveys, reward programmes, and initiatives promoting work-life balance and employee well-being are just some of the tools used by HR professionals to measure and improve employee engagement and satisfaction. Increased retention, in turn lowering recruiting and training expenses, might result from a policy that places a premium on employee enthusiasm and contentment. In addition to hiring the best and brightest employees, this helps establish the company as an attractive place to work overall. Human resource methods that prioritise employees' happiness and engagement are more important in today's competitive labour market because of the impact they have on companies' long-term success and development.

Objective :

1. To study the Human Resource Practices in Indian Hotel Industry.
2. To identify the factors affecting Human Resource Practices of Hotel Industry in India

RESEARCH METHODOLOGY

Human resources (HR) research methodology refers to the whole process by which studies in this area are conceived, executed, and analysed.

To research the future of Human Resources (HR) practices in India, a mixed-method approach comprising literature review, qualitative and quantitative research, and case studies is proposed. The objective is to analyze emerging trends and predict future HR practices, addressing specific questions about technological advancements, remote work, employee well-being, diversity, continuous learning, and regulatory changes. The methodology includes a comprehensive literature review of academic journals and industry reports, semi-structured interviews with HR professionals and business leaders, and focus groups with employees to gather diverse perspectives. Surveys will be distributed to a broad range of HR professionals across various industries for quantitative data, which will be analyzed statistically. In-depth case studies of organizations with innovative HR practices will offer practical insights. Data from different sources will be triangulated to validate findings, and the study will culminate in a report detailing the conclusions, business implications, and recommendations for HR professionals, acknowledging study limitations and suggesting areas for future research.

Area of Study

To study HR practices in Hotel industry, we have selected Hotel in Delhi NCR Region and randomly selected 100 employees both male and female.

REVIEW OF LITERATURE

Sullivan (2017) and Van den Heuvel & Bondarouk (2017) Companies in today's highly competitive employment market are always on the lookout for new ways to attract and hire the best candidates. have investigated how digital tools are changing recruitment practises. The effectiveness of digital platforms, applicant tracking systems, and screening technologies driven by artificial intelligence is studied.

Bakker & Albrecht (2018) and Harter et al. (2002) Organizational performance is directly tied to the level of employee engagement and happiness. explore what makes employees tick and how leadership can be used to boost morale and productivity. Their findings highlight the significance of managers who are approachable and communicative as well as the value of training and development opportunities in fostering employee enthusiasm.

Cox & Blake (1991) and Kalev et al. (2006) have thoroughly examined diversity and inclusion in the workplace. They offer a convincing commercial case for diversity, highlighting how diverse teams can fuel innovation and boost corporate performance. Their studies emphasise the need of diversity education, open-minded management, and a welcoming environment for all employees. They also highlight the importance of diversity in decision making and issue solving.

DeNisi & Murphy (2017) and Kluger & DeNisi (1996) : Studies on the efficacy of performance rating techniques have made important contributions to this field. They examine several rating schemes and the function of criticism in fostering growth.

Gerhart & Milkovich (1992) and Milkovich & Newman (2020) have done a lot of study on the topic of pay and benefits. Their research on the correlation between salary and contentment in the workplace highlights the value of offering competitive wages to all workers. E

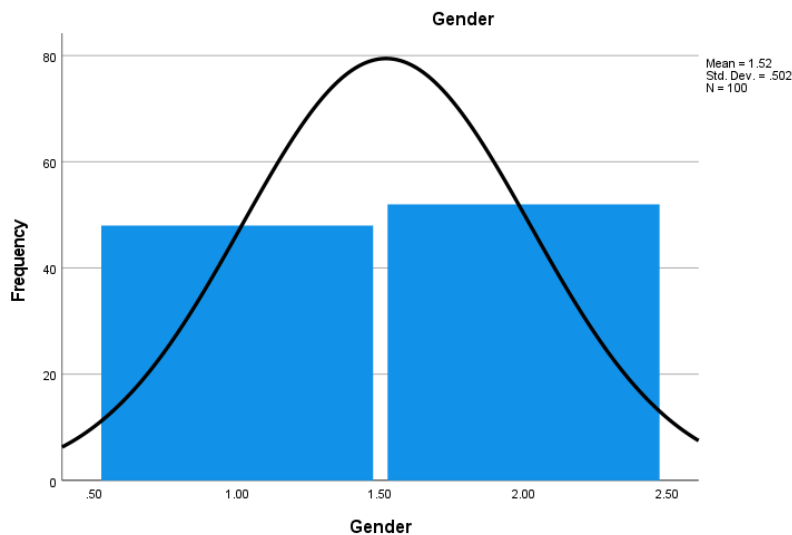
Marler & Boudreau (2017) and Rasmussen et al. (2016) have been pioneers in the workforce analytics movement. They stress the need of data-driven HR decision-making and demonstrate how businesses use workforce data for better talent management, workforce forecasting, and HR operations. Their studies provide light on the methods and technology behind workforce analytics.

Bamberger et al. (2014) and Grawitch et al. (2007) learn how HR can help you keep the peace in the workplace. Human resources professionals inquire into the ways in which HR strategies might aid in preventing and resolving workplace conflicts.

Day et al. (2014) and McCall et al. (1988) have undertaken significant study on leadership development programmes. Mentoring, coaching, and leadership development courses are just few of the areas they examine when they evaluate the efficacy of leadership development activities. Their research emphasises the importance of leadership training in making leaders more effective and boosting businesses.

Data Analysis :

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	48.0	48.0	48.0
	Female	52	52.0	52.0	100.0
	Total	100	100.0	100.0	



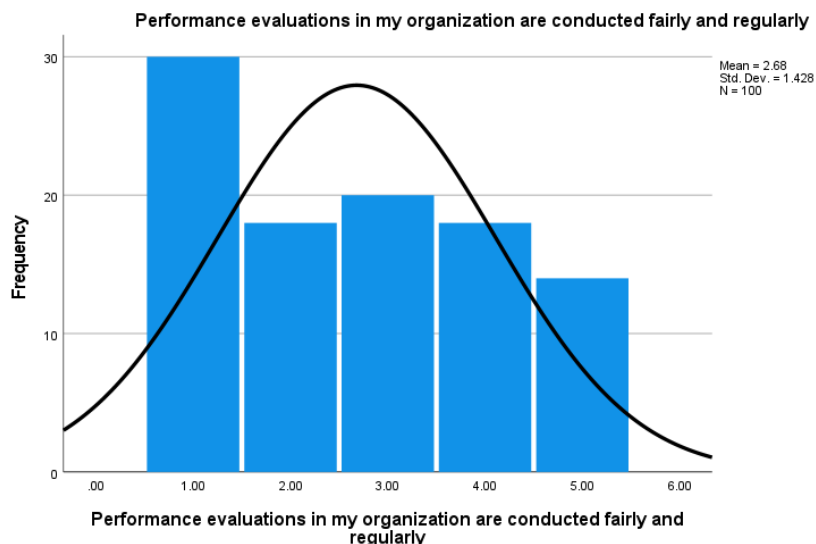
The data indicates a nearly equal gender distribution within a sample of 100 individuals, with males representing 48% (48 individuals) and females comprising 52% (52 individuals). This balanced representation suggests an equitable gender split, which is beneficial in studies or surveys as it minimizes gender bias and allows for conclusions that are equally applicable to both genders. The slight female majority in this sample is also noteworthy, as it may reflect specific dynamics or trends relevant to the context of the study, whether it be in a workplace, social, or research setting.

My organization offers adequate training and development opportunities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	33.0	33.0	33.0
	Agree	16	16.0	16.0	49.0
	Neutral	24	24.0	24.0	73.0
	Disagree	20	20.0	20.0	93.0
	Strongly Disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	



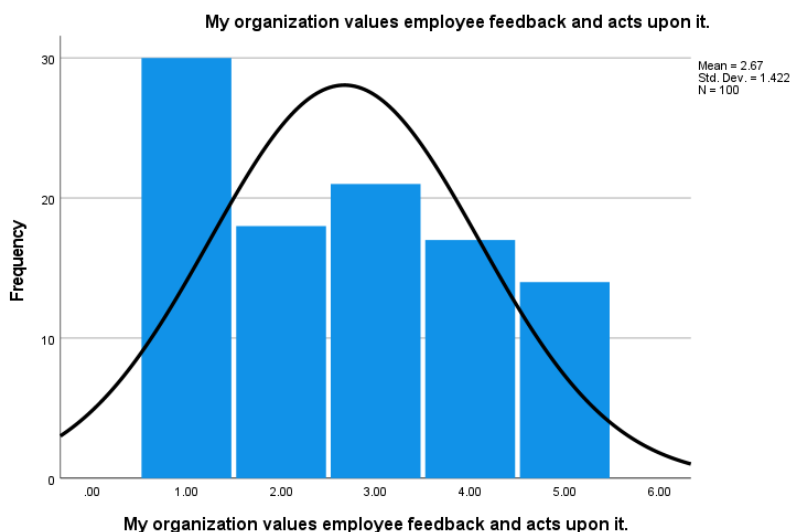
The data reflects employees' perceptions of training and development opportunities in your organization, based on a total of 100 responses. A combined 49% of the respondents, comprising 33% who 'Strongly Agree' and 16% who 'Agree', view the organization positively in offering adequate training and development opportunities. However, a significant portion, 24%, remain 'Neutral', suggesting ambiguity or lack of sufficient information to form a strong opinion. On the critical side, 20% 'Disagree' and 7% 'Strongly Disagree' with the statement, indicating a notable level of dissatisfaction or unmet expectations regarding training and development in the organization.

Performance evaluations in my organization are conducted fairly and regularly					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	30.0	30.0	30.0
	Agree	18	18.0	18.0	48.0
	Neutral	20	20.0	20.0	68.0
	Disagree	18	18.0	18.0	86.0
	Strongly Disagree	14	14.0	14.0	100.0



The data on employees' perceptions of performance evaluations in your organization shows a varied response among 100 individuals. A total of 48% perceive the evaluations positively, with 30% 'Strongly Agreeing' and 18% 'Agreeing' that they are conducted fairly and regularly. However, a significant portion, 20%, are 'Neutral', indicating neither a positive nor negative view, which might suggest uncertainty or a lack of clear experience with the process. On the critical side, 32% express dissatisfaction, with 18% 'Disagreeing' and 14% 'Strongly Disagreeing' about the fairness and regularity of the evaluations. This distribution suggests that while nearly half of the respondents view the performance evaluation process favorably, there is a substantial proportion of the workforce that has concerns or negative perceptions, indicating potential areas for improvement in the process.

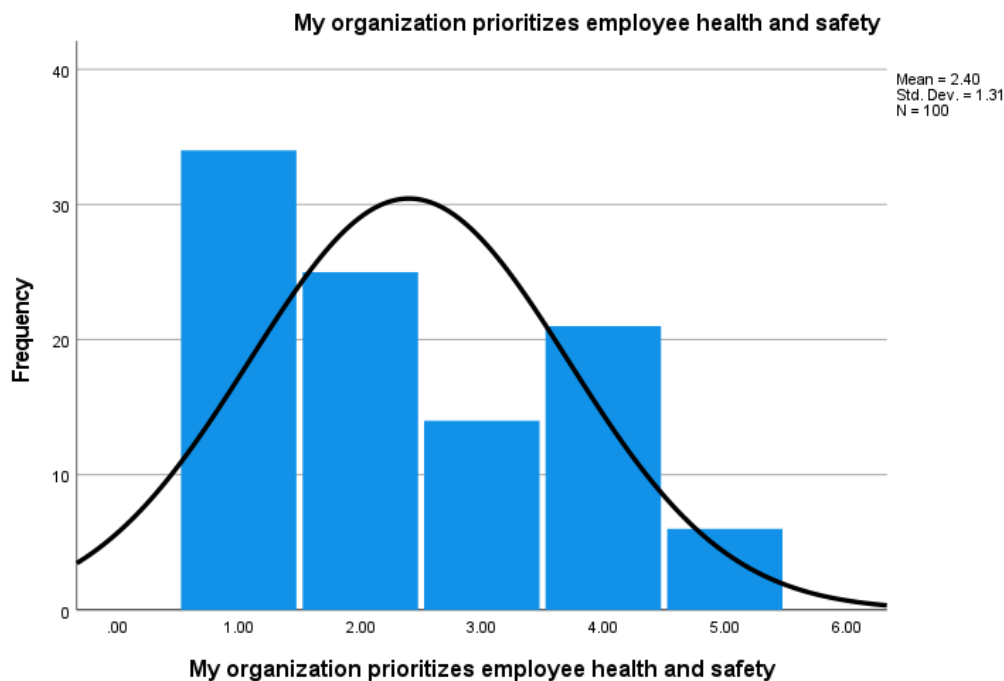
My organization values employee feedback and acts upon it.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	30.0	30.0	30.0
	Agree	18	18.0	18.0	48.0
	Neutral	21	21.0	21.0	69.0
	Disagree	17	17.0	17.0	86.0
	Strongly Disagree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



The survey data regarding employees' perceptions of how their organization values and acts upon employee feedback shows a diverse range of opinions among 100 respondents. A total of 48% view the organization's

response to feedback positively, with 30% 'Strongly Agreeing' and 18% 'Agreeing'. However, 21% of the respondents are 'Neutral', suggesting they are either uncertain or indifferent about the organization's approach to employee feedback. On the more critical side, 31% express negative perceptions, with 17% 'Disagreeing' and 14% 'Strongly Disagreeing' that the organization values and acts on their feedback. This data indicates that while a significant portion of employees believe their feedback is valued and acted upon, there is a notable percentage who feel otherwise, pointing to potential areas for improvement in how employee feedback is handled and implemented.

My organization prioritizes employee health and safety					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	34	34.0	34.0	34.0
	Agree	25	25.0	25.0	59.0
	Neutral	14	14.0	14.0	73.0
	Disagree	21	21.0	21.0	94.0
	Strongly Disagree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	



The survey data reflects employees' perspectives on how their organization prioritizes employee health and safety, based on 100 responses. A majority, 59%, have a positive view, with 34% 'Strongly Agreeing' and 25% 'Agreeing' that their organization prioritizes this aspect. A smaller segment, 14%, are 'Neutral', indicating either uncertainty or a lack of a strong opinion on this matter. On the other hand, 27% of respondents express negative perceptions, with 21% 'Disagreeing' and 6% 'Strongly Disagreeing', suggesting they believe the organization does not sufficiently prioritize employee health and safety. This data reveals a significant positive sentiment towards the organization's commitment to health and safety, yet also highlights a noteworthy proportion of the workforce with concerns in this area.

DISCUSSION

ANOVA					
		Sum of Squares	df	Mean Square	F
My organization offers adequate training and development opportunities	Between Groups	1.941	1	1.941	1.112
	Within Groups	171.019	98	1.745	
	Total	172.960	99		
Performance evaluations in my organization are conducted fairly and regularly	Between Groups	7.151	1	7.151	3.601
	Within Groups	194.609	98	1.986	
	Total	201.760	99		
My organization values employee feedback and acts upon it.	Between Groups	.323	1	.323	.159
	Within Groups	199.787	98	2.039	
	Total	200.110	99		
My organization uses technology effectively to improve HR processes.	Between Groups	4.136	1	4.136	2.004
	Within Groups	202.224	98	2.064	
	Total	206.360	99		
My organization prioritizes employee health and safety	Between Groups	3.103	1	3.103	1.822
	Within Groups	166.897	98	1.703	
	Total	170.000	99		
There are clear career advancement paths available in my organization.	Between Groups	.254	1	.254	.150
	Within Groups	166.736	98	1.701	
	Total	166.990	99		

The higher the F-value, the stronger the evidence that there's a significant difference in perceptions based on group membership.

The "Performance evaluations" and "Technology use in HR" categories show more substantial group-based differences in perceptions than other categories like "Employee feedback" and "Career advancement paths", which exhibit very low F-values, indicating minimal variation between groups.

A large "Within Groups SS" relative to "Between Groups SS" across all categories suggests that individual differences within each group are a more significant source of variance than the group they belong to. This could mean that personal experiences, roles, or other individual factors play a crucial role in how employees perceive these aspects of their organization.

The ANOVA results for various aspects of organizational practices reveal differing levels of association between group membership and employee perceptions. In terms of training and development opportunities, the F-value of 1.112 indicates a weak association, suggesting minimal difference in perceptions based on group membership. Performance evaluations show a more pronounced difference, with an F-value of 3.601, suggesting moderate variance between groups. The perception of how the organization values and acts upon employee feedback, and the availability of clear career advancement paths, both show very low F-values (0.159 and 0.150, respectively), indicating almost negligible group-based differences in these areas. The effectiveness of technology use in HR processes has a moderate F-value of 2.004, indicating some variance between groups. The prioritization of employee health and safety shows a somewhat moderate association with an F-value of 1.822. Across all categories, the larger "Within Groups" sum of squares compared to "Between Groups" implies that individual differences within each group are more influential in shaping perceptions than the specific group to which an employee belongs, highlighting the role of personal experiences or individual factors over group-based differences.

Training and Development Opportunities: The low F-value suggests that employees across different groups perceive training and development opportunities similarly, indicating a uniform approach by the organization in this area. However, the variation within groups suggests that individual experiences or roles might influence these perceptions more than the group they belong to.

Performance Evaluations: A higher F-value here indicates more variation in perceptions based on group membership. This suggests that experiences with performance evaluations might differ significantly across different segments of the organization, possibly due to varied implementation or understanding of the evaluation process in different departments or roles.

Employee Feedback and Career Advancement Paths: The very low F-values in these areas suggest a uniform perception across the organization, indicating either a consistently applied policy or a lack of strong feelings about these aspects. This could point to either an effective organization-wide approach or a need to make these areas more relevant and engaging to employees.

Technology Use in HR Processes and Employee Health and Safety: The moderate F-values indicate some variability in perceptions based on group membership, suggesting these areas might be experienced differently across the organization. This could be due to differing levels of technology adoption or health and safety practices in various departments or roles.

CONCLUSION

Analyzing the ANOVA data reveals key insights into employee perceptions within an organization. Training and development opportunities are perceived uniformly across different groups, indicated by a low F-value, suggesting a consistent approach by the organization but also highlighting the influence of individual experiences. Performance evaluations, however, show significant variation in perceptions based on group membership, pointing to possible disparities in how evaluations are conducted or understood across departments. In contrast, areas like employee feedback and career advancement paths exhibit very low variability among groups, indicating either effective uniform policies or a lack of engagement with these aspects. The moderate variability in perceptions regarding technology use in HR and employee health and safety suggests these areas are experienced differently across the organization, possibly due to varying implementation levels.

Overall, the data indicates that while some organizational practices are perceived consistently across the board, others vary significantly, with individual factors playing a crucial role in shaping these perceptions, highlighting areas for potential improvement and greater uniformity in organizational policies and practices.

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Appendix

Questionnaire

To study HR Practices in Hotel Industry in India with special reference to Delhi NCR

Age: _____

Gender: _____

Industry: _____

Position/Title: _____

Years of Experience: _____

HR Practices:

SA = 1. A = 2. N = 3, D = 4. SD = 5

Statement	SA	A	N	D	SD
My organization offers adequate training and development opportunities					
Performance evaluations in my organization are conducted fairly and regularly					
My organization values employee feedback and acts upon it.					
My organization uses technology effectively to improve HR processes.					
My organization prioritizes employee health and safety					
There are clear career advancement paths available in my organization.					