FACULTY ENHANCEMENT PROGRAMME

Naipunnya

Date of event: 16/03/2023

Faculty In-charge: Ms. Midhula Sekhar

REPORT

The Faculty Enhancement Program for the month of March was conducted on 16/03/2023, Thursday at 3:15 pm at Seminar hall, Main block. Mr. Sebin Varghese of the Hotel Management Department presented his paper titled "Strategic role and importance of Human Resource Development (HRD) practices in Indian Hotel Industry. Dr Joy Joseph, Dr. Mathew Jose K and other faculty members raised queries and made the session more interactive. After the presentation, Principal and executive Director Rev. Fr.Dr. Paulachan K J addressed the gathering. All the presenters for the Academic years 2021-22 and 2022-23 were awarded with their certificate of recognition. The program concluded at 4:00 pm with a thanks note by Ms. Midhula Sekhar, FEP Coordinator.

Prepared by:

Ms. Midhula Sekhar

(Faculty In-Charge)

Verified by:

Dr. Sabu Varghese

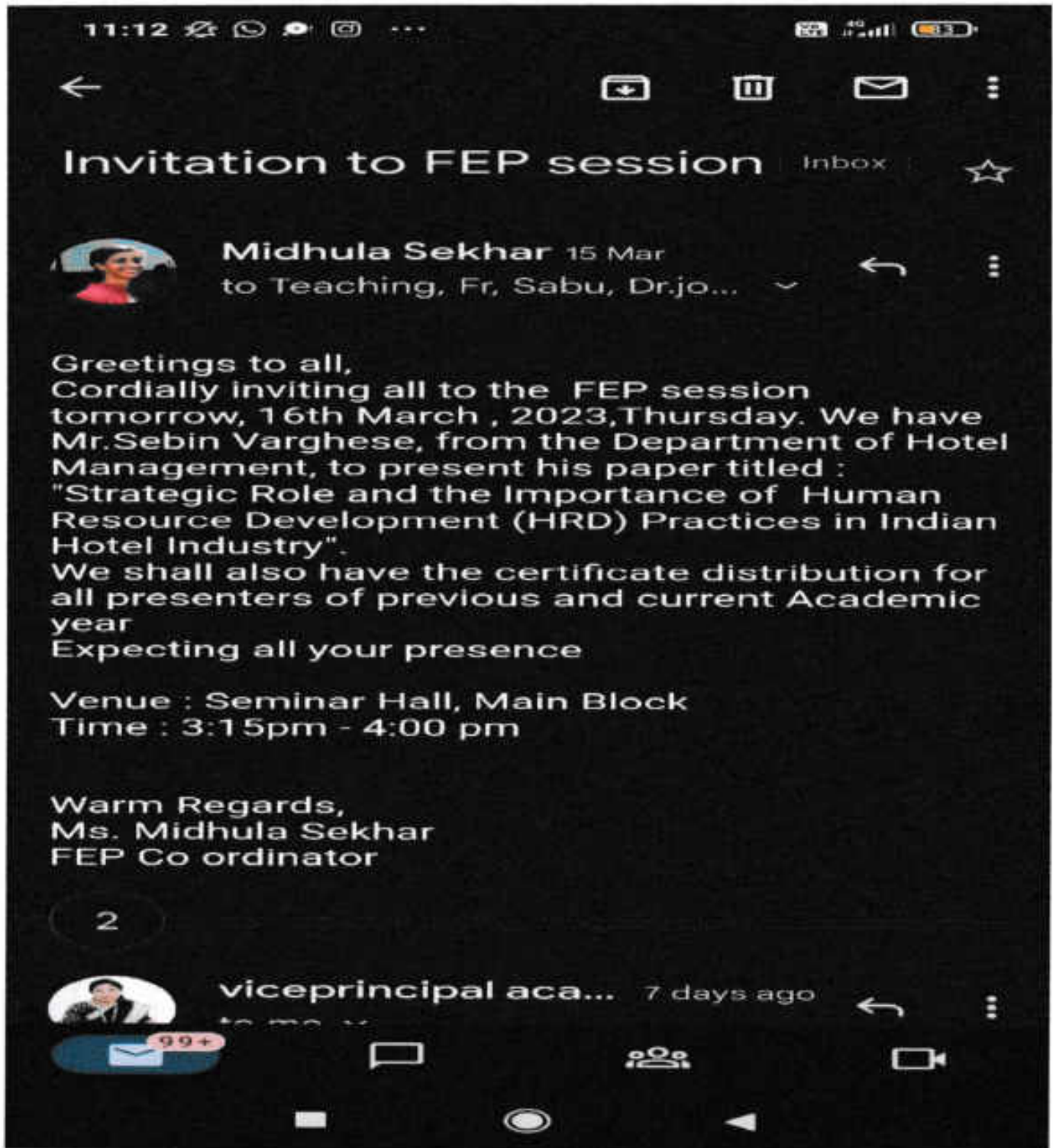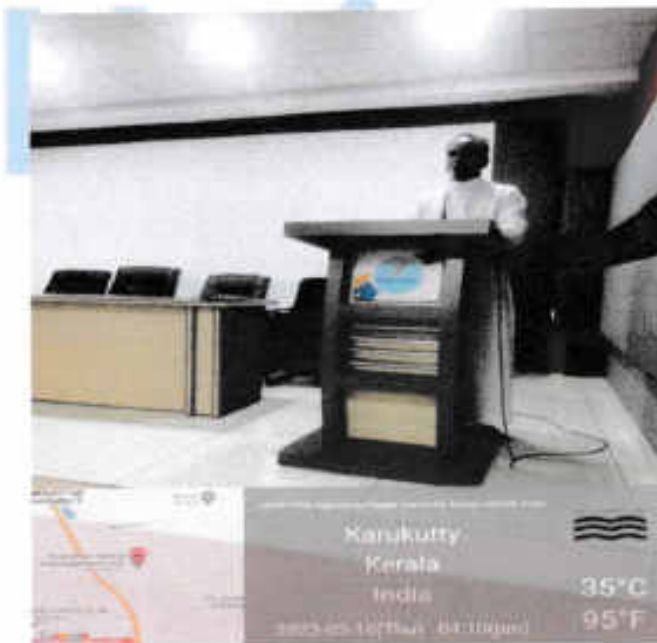(Director, IT/HRD Cell)

Approved by:

Rev.Fr. Dr. Paulachan K J

(Principal)

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

SCREENSHOT OF E-MAIL

11:12

Invitation to FEP session   Inbox

Midhula Sekhar 15 Mar
to Teaching, Fr, Sabu, Dr.jo...

Greetings to all,
Cordially inviting all to the FEP session tomorrow, 16th March , 2023,Thursday. We have Mr.Sebin Varghese, from the Department of Hotel Management, to present his paper titled :
"Strategic Role and the Importance of Human Resource Development (HRD) Practices in Indian Hotel Industry".
We shall also have the certificate distribution for all presenters of previous and current Academic year
Expecting all your presence

Venue : Seminar Hall, Main Block
Time : 3:15pm - 4:00 pm

Warm Regards,
Ms. Midhula Sekhar
FEP Co ordinator

2

viceprincipal aca... 7 days ago

PHOTOGRAPHS /SCREENSHOTS
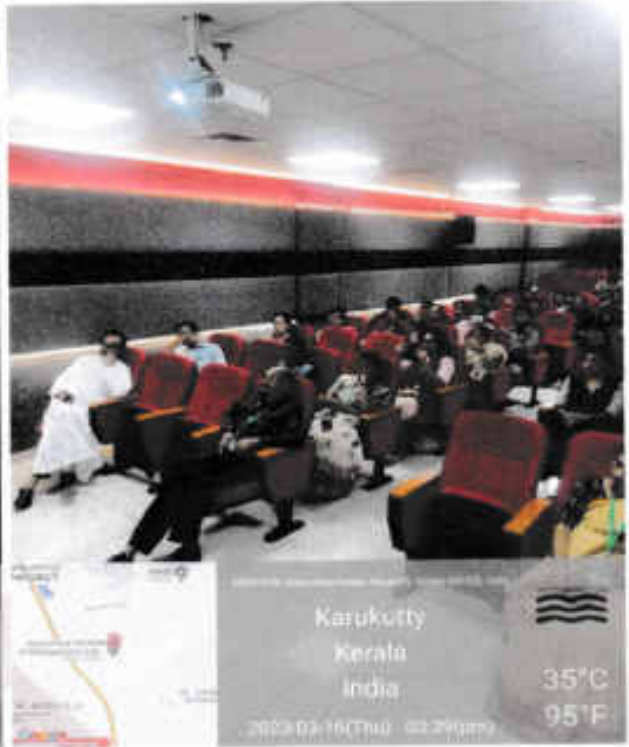
PARTICIPANT'S LIST

31

FACULTY ENHANCEMENT PROGRAMME

Date :- 16/3/2023

TOPIC :- STRATEGIC ROLE AND THE IMPORTANCE OF
HUMAN RESOURCE DEVELOPMENT (HRD) PRACTICES
IN INDIAN HOTEL INDUSTRY

PRESENTER :- Mr. Sebin Varghese

	LIST OF PARTICIPANTS	SIGNATURE
1	F. Pavlochan K.	
2	Dr Jay Joseph Pallissery	
3	Ms Anitha Mary Alex	
4	Sonia Thomas	
5	Dr. Antony George	
6	Ms Sipi Jose	
7	MS. Julin Mary Jacob	
8	Dr. Savila S	
9	Ms Shagitha T.B	
10	Sarathadevi. S	
11	Dr. Soni P M	
12	Mr. Deepak	
13	Tayakishnan S	
14	Lwin P Wilson	
15	Fridy Varghese	
16	Dr Viji Vijayan	
17	Vandana Mailin	
18	Agnis Benita Dsilva	
19	Elsn Jose	
20	Santosh Potis	
21	Sam Jose	
22	Dr Jose Poulose	
23	Dhanesh. I.M	

32

No.	Name	Signature
24	ANAND THOMAS	
25	Rejani P P	
26	Jismi Doyal	
27	Eva Benny	
28	Ashe V	
29	Anne Sebastian	
30	Dr. TESSY POULSE	
31	Meenu Joshy	
32	Shamayeda V G	
33	Mr. Varghese Paul	
34	Mr. John Kizhakkedan	
35	Jithu Scaria	
36	Reshma K Bhaskaran	
37	Renju R Vattayathil	
38	Nayana Paul	
39	Renitha Fernandez	
40	Akhila Thomas	
41	Jeena Antony	
42	Roselann Perce	
43	Bindu Muralidharan	
44	Jissmol Varghese	
45	Emil George	
46	Rejitha Sasikumar	
47	Cibiny Abin	
48	Leah Baby	
49	Revathy A R	
50	Liyamshay Priya M	
51	Josey Joy	
52	Stinple Manon	
53	Anna Diana	
54	Nithya Paul	
55	Dr. Sonia	
56	Anna Binny	
57	Anju V R	
58	Grace Benny	
59	Dr. Mathew Jose K	
60	Teresa Paraekal	

33

| 21. | Midhula sikhar |
| 62. | Sebin Varghese |

Researcher: Sebin Varghese

Asst. Professor - Department of Hotel Management Naipunnya

Institute of Management and Information Technology, Thrissur.

Email Id: sebinv@naipunnya.ac.in Mobile:

7012440715

Title: "STRATEGIC ROLE AND THE

IMPORTANCE OF HUMAN

RESOURCE DEVELOPMENT (HRD)

PRACTICES IN INDIAN HOTEL

INDUSTRY

Type: Research Paper Presentation

ABSTRACT

The purpose of this paper is to examine the between strategic role and the importance of human resource development (HRD) practices and organizational performance. Design/methodology/approach an integrated research model was developed by combining principal factors from existing literature. Data were collected through questionnaire from 48 employees of the selected hotel. The validity of the model and hypotheses was tested using structural equation modeling. The reliability and validity of the dimensions are established through confirmatory factor analysis. Findings The results indicate that some HRD practices impact organizational performance through their influence on employee competencies. The study further revealed that employee competencies mediate the association between HRD practices and organizational performance. Research limitations/implications The research was undertaken in the hotel industry and the analysis based on cross-sectional data which cannot be generalized across a broader range of sectors. Practical implications The findings of the study have the potential to help stakeholders and management of hotels in adopting properly and well-articulated HRD practices to stimulate positive behavior in individuals and impact their knowledge, skills and attitudes. Originality/value This study extends the literature by adducing evidence that employee competencies mediated the association between HRD practices and organizational performance of the hotel industry in India.

INTRODUCTION

Human life is built around work. The work is carried out by individuals [human beings] and institutions. Institutions are created by human beings to accomplish their various needs with reference to their requirement for existence on this earth in the continuously changing environment. The activities carried out, the way in which all such activities are carried out in the organization, and the success or otherwise all depend on the individuals which man the organization and the way they are managed. Who are these people? How to select and retrain them? How to motivate them for attaining the organizational goals? These are certain basic questions which should be answered by the top management and the manager who is in charge of the HRM functions in any industrial organization.

The liberalization of markets and global linkages has created transformation of attitudes towards human resource (HR) policies and practices (Khalilzadeh-Shirazi & Zagha 1994, Gopalan & Rivera 1997). Faced with the challenge of responding to the rationale of western ideas of organization in the changing social and economic scenario

of Indian organizations practitioners are increasingly taking a broader and reflective perspective of human resource management (HRM) in India.

Recruitment, training & development and motivating the different types of people in the organization is an on-going and unending function. HRM function is aptly clear hi the sense that without people [human resources] there is no existence of the organization. For better performance, higher productivity, and job satisfaction of these people; motivation is an important / tool which the management of any industrial unit practices without fail.

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.

In this reference, the management philosophy of Tata Iron and Steel Company Ltd., [TISCO] can aptly be quoted:-

"The fundamental objective of the TISCO is to strengthen India's base through increased productivity, effective utilization of material and manpower resources and applied and continued application of modern reliable and managerial methods.

RESEARCH METHODOLOGY

Research

The advanced learner's dictionary of current English as "a careful investigation or inquiry especially through search for new facts in any branch of knowledge"

Redman and More define research as a "systematized efforts to gain new knowledge"

A Research Methodology defines the purpose of the research, how it proceeds, how to measure progress and what constitute success with respect to the objectives determined for carrying out the research study. The appropriate research design formulated is detailed below.

Exploratory research: This kind of research has the primary objective of development of insights into the problem. It studies the main area where the problem lies and also tries to evaluate some appropriate courses of action.

The research methodology for the present study will be adopted to reflect these realties and help reach the logical conclusion in an objective and scientific manner.

It is intended to carry out an exploratory study of the research to identify the various welfare measures in the organization.

PRIMARY DATA:

Data collection

> **Primary data:**

First-hand information was collected from the employees through questionnaires and personal interviews.

> A Questionnaire was constructed and was given to each worker for his or her responses. The response was col

> **Secondary data:**

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

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

SAMPLING UNIT

The respondent was selected from Kochi. Which constitutes all of the people who come under all age groups.

SAMPLE AREA

Kochi Mariott Hotel, Kerala

SAMPLE SIZE

Size selected for the study is 100

SAMPLING METHOD

The sampling method used for this research is pre- prepared questionnaire.

STATISTICAL TOOL

Pie Diagram

A pie diagram is a circular statistical graph, which is divided into sectors to illustrate numerical

proportion

PERIOD OF THE STUDY

The period of study was 2 month

LIMITATIONS

> The study was delimited to the 100 employees working in Kochi Marriott Hotel, Kerala only.

> The respondents may have the fear that the questionnaire may be shown to the management.

> The data obtained was qualitative but not quantitative and it is subjected to human error.

> Due to time limit the study is restricted to 1/5th employees only.

Few employees may refuse to answer the questionnaire

AREA OF STUDY

Kochi Marriott, Cobin Hotel staff
elected from them and used for analysis. In this way, the primary data was collected.

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

REVIEW OF RELATED LITERATURE

HR Ethics

Dominant HRM values and mindsets

Ethics-related discussions of HRM issues in American HRM publications occasionally assume a teleological (consequentialist) position and/or a deontological stance in which universalist concepts such as rights or justice are championed and applied. For example, Hosmer (1987) describes ethical analysis for HRM as potentially accessing four major ethical systems of belief, each expressing a portion of the truth. Included are eternal law, utilitarian, distributive justice, and personal liberty perspectives. Although organizational, cultural and individual variables are also explored in various "descriptive" and "interactional" models of ethical decision making in the workplace (e.g. Trevino, 1986), the largely implicit set of values and ideological assumptions that influence perception and actual practice of ethical duties seem greatly underdeveloped in these academic models. Virtually none of the mainstream educational texts for HRM and management in American business schools provides any detailed coverage of variables influencing perception and decision making concerning ethical challenges in the workplace.

The limited number of books and articles specifically on HRM ethics may not be as revealing as more common discourses found in HRM textbooks and professional training programs for exploring additional and major underlying values assumptions that may more powerfully influence any sense of ethical obligation in the HRM discipline in the USA. Tsui (1987), as well as Baird and Meshoulam (1987), describe dominant HRM themes of "strategy" and "fit" in regard to top management objectives and the coordination of planning across organizational units. Snell (1988) sees HRM as a management "control" system with its behavior, output and input

controls. Dominant themes or mindsets of strategy, control or instrumental pursuit may well work to screen out or overwhelm alternative potentials, such as an evolving conception of HRM ethical duty.

Argued from radical perspectives, HRM ideology serves more unitarist, rather than pluralist, interests, and tries to confer legitimacy on forms of managerial control (Horowitz, 1990). Conventional HRM assumptions, in the USA particularly, seem generally conservative in largely adapting to, rather than challenging, existing authority structures. Such unitarist and adaptive assumptions, no doubt, interact with and influence personal ethical assumptions of HRM practitioners in their problem identification and problem resolution at work.

A dichotomy of workplace experiences often exists in many corporations between their core employees and a peripheral workforce. The experiences of core employees, who tend to be more multi-talented, skilled, sought after, nurtured and "vested" individuals, are very different than the experiences of many peripheral or temporary employees. Apparently, many HR managers can accept a dichotomy of workplace respect and treatment toward employees and yet show little concern for violation of a more unified set of communicated HRM values for the management of people at work. Perhaps this taken-for-granted dichotomy of workplace treatment toward employees can be explained by a strong contingency orientation in the cognitive mindsets of many HR managers. If people are viewed primarily or limitingly as a "resource" or instrumental to organizational strategic ends (Dachler and Enderle, 1989), this dominant, unitary HRM paradigm in many organizations would tend to group people as well as other factors of production similarly as the simple A/B/C classification system often used in time and expense allocation frameworks for purchases or materials. This contingent and "resource user" perspective concerning employee "worth" helps to create perceptions of "first class" versus "second class" employees and can erode widespread employee acceptance of the discourse and espoused values of HRM and top management. Employee cynicism and a lack of solidarity among employees to "pull together" to reach certain organizational goals seems the result in many organizations.

Certainly, individuals with less conservative assumptions and values priorities concerning organizational potentials are also attracted to HRM careers. Alternative assumptions concerning potential organizational functioning have long existed. Although early radical critiques of management practice may have occasionally pressured American business leaders to recognize and reduce some cases of abuse of human potentials, the influence of such radicalism on overall HRM thinking and practice in American institutions has been marginal. Less radical and more liberal or humanistic assumptions for HRM practice are associated with various reforms advocated by theorists to address the moral claims of organizational stakeholders within the context of corporate capitalism. Academic theorists have suggested techniques, pro-grams, and policies as wide ranging as stakeholder analysis, social responsiveness, issues management, ethical audits, and quality of working life concerns such as flexitime and cafeteria compensation systems. Edwards and Bennett (1987) refer to HRM ethical reforms as potentially including comprehensive programs establishing ethics codes, training, ombudspersons, hotlines, and various monitoring and enforcement approaches. Such "progressive" reforms in the USA are rhetorically engaged by conservative critics who use efficiency and market-related metaphors against them as well as by more radical critics who question how the adoption of only such limited internal reforms can lead to significant human empowerment and social change.

Educational material on the ethics of HRM practice seldom incorporates how differing ideological beliefs such as conservative, liberal, or radical values assumptions of practitioners may affect the definition or social construction of whether an ethical dilemma/duty actually exists. The differing values assumptions of HRM practitioners also seem to influence how individuals "act" upon any ethical reasoning and/or ethical intentions concerning a perceived dilemma (Rest, 1986).

Within the HRM field, mixed messages or conflicting values assumptions and ideals seem to exist. Some HRM managers may be torn at times between strong values themes associated with the field such as communication

openness, empowerment and change, as well as an apparently contrasting set of values for communication discretion, discipline and nurturance of existing organizational cultures and interests. Other values such as the firm's adaptation to dynamic marketplace change and potential outsourcing advantages can seem to conflict with HRM desires for employee motivation and wellbeing through reduction in threats such as employment insecurity. Today's HRM managers and professionals are increasingly advised not to see these values as dichotomous choices, but somehow to embrace "paradox" as the simultaneous expression of diverse values. The necessary insights and skills concerning "how" to embrace paradox through diverse values or interests pursued, and not to appear contradictory or inconsistent, in HRM roles seem much less established.

The delivery of an organization's tangibles and experiences to customers is frequently (but certainly not always) done by an organization's employees so the connection between HRM and customer service is conceptually (as well as physically and psychologically; Bowen and Schneider, 1988) very strong. Just as marketing or operations can begin to believe it is the key to effectiveness in service businesses, HRM can fall into what might be called the "human resources trap" (Schneider and Bowen, in press). This trap is the belief that all good (and bad) things that happen for customers in a service business are a direct function of HRM policies, practices and procedures. I caution readers of this article to remember that I write as if HRM is the key to success in service businesses. I fully appreciate the necessity for excellence in the core service itself (the food, the clothes, the symphony), excellence in Marketing (advertising, distribution), excellence in Operations and Systems (production, information/technology and communication), wise choices around the market segment in which the firm will compete (up-scale versus discount), and so forth. HRM alone will probably not yield success for the firm (e.g. Bateson, 1992; Lovelock, 1992; Schneider and Bowen, 1993). In other words, we must always take a systems view of service firm effectiveness. The systems view requires that all elements of the service system act in co-ordinated ways to produce service excellence (Gronroos, 1990; Katz and Kahn, 1978; Schneider and Chung, 1993).

In the first part of the article I will write exclusively about HRM, presenting some thoughts on the general lack of a customer focus in HRM until relatively recently. In the first part I will also summarize some of the research my colleagues and I have accomplished linking internal management policies and strategies to customer perceptions of service quality. In the second part, I present a framework for thinking about the kinds of customer focuses service firms may have and the implications of different customer focuses for the management – HRM, marketing, and operations management (OM) – of the firm. I conclude with the thought that, when all the functions of the organization are co-ordinated for a focus on specific customer segments the probabilities of success for the service firm are enhanced.

ABOUT KOCHI

Called the "Queen of the Arabian Sea", Kochi was an important spice trading centre on the west coast of India from the 14th century onward, and maintained a trade network with Arab merchants from the pre-Islamic era. Occupied by the Portuguese in 1503, Kochi was the first of the European colonies in colonial India. It remained the main seat of Portuguese India until 1530, when Goa was chosen instead. The city was later occupied by the Dutch and the British, with the Kingdom of Cochin becoming a princely state. Kochi ranks first in the total number of international and domestic tourist arrivals in Kerala. The city was ranked the sixth best tourist destination in India according to a survey conducted by the Nielsen Company on behalf of the Outlook Traveler magazine. In October 2019, Kochi was ranked seventh in Lonely Planet's list of top 10 cities in the world to visit in 2020. Kochi was one of the 28 Indian cities among the emerging 440 global cities that will contribute 50% of the world GDP by the year 2025, in a 2011 study done by the McKinsey Global Institute. In July 2018, Kochi was ranked the topmost emerging future megacity in India by global professional services firm JLL. Kochi is known as the financial, commercial and industrial capital of Kerala. It has the highest GDP as well as the highest GDP per capita in the state.

DATA ANALYSIS AND INERPRETATION

Competent and committed employees are imperative to any organization, be it manufacturing or service. The competency and commitment are largely related to the effectiveness of HRM practices in the organisation which may vary in accordance with the nature of the organisation. It is important to recognize that HRM is not only a set of distinctive HR practices but a process of developing, applying

and evaluating policies, procedures and programs relating to the individual in the organization (Miner and Crane, 1995). Further, the HRM practices represent the policies, procedures, systems, and activities used to shape, monitor, and direct attention of people within the organization. Several frameworks have been developed in the Strategic Human Resource Management literature to classify HRM practices, where five major domains may be identified viz., organizational planning, staffing, rewards, developing and appraisal.

Age of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	> than 30	37	37
2.	31 - 40	44	44
3.	41 - 50	17	17
4.	< than 50	2	2
	Total	100	100

Source: Primary Data

The above table shows the age distribution of the respondents where 44% of the respondents belonged to the age group 31 – 40 years, 37% of the respondents belonged to the age group less than 30 years, 17% of the respondents belonged to the age group 41 – 50 years and the rest 2% of the respondents belonged to the age group above 50 years of age. Thus, majority of the respondents belonged to the age group 31 – 40 years.

Qualification of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Diploma	12	12
2.	U.G.	8	8
3.	P.G.	38	38
4.	Professional	42	42
	Total	100	100

Source: Primary Data

The above table shows the designation classification of the respondents where 42% of the respondents were professionally qualified, 38% of the respondents were post graduates, 12% of the respondents were diploma holders, and the rest 8% of the respondents were undergraduates. Thus, majority of the respondents were professionally qualified employees.

Marital Status of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Married	37	17
2.	Unmarried	63	83
	Total	100	100

Source: Primary Data

The above table shows the marital status of the respondents where Unmarried and the rest 17% of the respondents were married. Thus, majority of the respondents were married.

Designation of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Top level	17	17
2.	Middle level	33	33
3.	Floor level	50	50
	Total	100	100

Source: Primary Data

The above table shows the designation classification of the respondents where 50% of the respondents were floor level employees, 33% of the respondents were middle level employees and the remaining 17% of the respondents were Top level employees. Thus, majority of the respondents were floor level employees.

Work Experience of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Below 5 years	40	40
2.	6 - 10	30	30
3.	11 - 15	15	15
4.	16 - 20	10	10
5.	above 21	05	05
	Total	100	100

Source: Primary Data

The above table shows the classification of respondents based on work experience where 40% each of the respondents had 16 – 20 and above 21 years of work experience, 11% of the respondents had 11 – 15 years of work experience, 8% of respondents had 6 – 10 years of work experience, and the rest 1% of the respondents had below 5 years of work

Monthly Salary of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Below 15.000	38	38
2.	15.001 – 25.000	34	34
3.	25.001 – 40.000	10	10
4.	40.001 – 60.000	13	13
5.	Above 60.000	5	5
	Total	100	100

Source: Primary Data

The above table shows the grouping of employees on the basis of monthly income were 38% of the respondents belonged to the income group below 10,000, 34% of the respondents belonged to the income group 10,001 – 20000, 13% of the respondents belonged to the income group 30,001 – 40,000, 10% of the respondents belonged to the income group 20,001 – 30000, and the remaining 5% of the respondents belonged to the income group above 40,000 Thus, majority of the respondents belonged to the income group below Rs.10,000.

COMPANY MISSION AND LEADERSHIP

Company Goal

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	28	28
2.	Agree	51	51
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The above table shows reviews of the respondents regarding the Company goals where 51% of the respondents agreed they had a clear understanding of the company's goals and objectives, 28% of the respondents strongly agreed, 9% of them responded neutral, 7% of the respondents disagreed they had a clear understanding of the company's goals and objectives and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed they had a clear understanding of the company's goals and objectives.

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

Company's mission

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	56	56
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

From the above table it is inferred that 56% of the respondents agreed they had a clear understanding of the company's mission and vision, 25% of the respondents strongly agreed, 9% of the respondents responded neutral, 7% of them disagreed and the remaining 3% of the respondents strongly disagreed the employees had a clear understanding of the company's mission and vision. Thus, majority of the respondents agreed they had a clear understanding of the company's mission and vision.

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

Leadership role

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	37	37
2.	Agree	41	41
3.	Neutral	9	9
4.	Disagree	8	8
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

Senior Executives in leadership roles in this organization promote team work and performance culture to this 41% of the respondents agreed, 37% of them strongly agreed, 9% of them expressed neutral reviews regarding the organization promoting team work and performance culture, 8% of the respondents disagreed and the rest 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.

Inspiring Levels of Performance

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	36	36
2.	Agree	43	43
3.	Neutral	11	11
4.	Disagree	7	7
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

The organization had leaders who inspired people to high levels of performance to this 43% of the respondents agreed, 36% of the respondents strongly agreed, 11% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of them strongly disagreed. Thus, majority of the respondents agreed the organization had leaders who inspired people to high levels of performance.

Initiation of Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	30	30
2.	Agree	51	51
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

The table shows views of the respondents regarding employees having enough opportunity to take initiative and demonstrate leadership qualities in their work where, 51% of the respondents agreed, 30% of them strongly agreed, 9% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of the respondents strongly disagreed. Thus, majority of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.

Confidence in Emerging Challenges

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	50	50
3.	Neutral	17	17
4.	Disagree	7	7
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The table above shows responses regarding the Confidence of the employees in the ability of their business leadership to successfully manage the emerging challenges to this 50% of the respondents agreed, 21% of them strongly agreed, 17% of them responded neutral, 7% of the respondents disagreed and the remaining 5% of the respondents strongly disagreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

Thus, majority of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

CORPORATE CULTURE

Decisions Consistent with Company Values

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	32	32
2.	Agree	43	43
3.	Neutral	9	9
4.	Disagree	8	8
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

The above table shows responses of the respondents regarding managers taking decisions consistent with the company values, to this 43% of the respondents agreed, 32% of the respondents strongly agreed managers took decisions consistent with the company values, 9% of them responded neutral and the rest 8% each of the respondents disagreed and strongly disagreed.

Thus, majority of the respondents agreed that managers took decisions consistent in with the company values.

Economic Liberalization

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	53	53
3.	Neutral	8	8
4.	Disagree	7	7
5.	Strongly Disagree	5	5
	Total	**100**	**100**

Source: Primary Data

The organization could meet the challenges of posted by economic liberalization to this 53% of the respondents agreed, 27% of the respondents strongly agreed, 8% of them responded neutral, 7% of them disagreed the organization could meet the challenges posted by economic liberalization and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

Pongam, Koratty East, Thrissur District, Kerala State, India. Pin-680308.

Phone +91 9605001987, 04802730340, 2730341, 2733573

www.naipunnya.ac.in, mail@naipunnya.ac.in

Capability to Manage Change

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	49	49
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	6	6
	Total	100	100

Source: Primary Data

From the above table it is inferred that 49% of the respondents agreed that the organization was flexible and had the capability to manage change, 29% of them strongly agreed, 9% of the responded neutral, 7% of the respondents disagreed the organization was flexible and could manage change and the rest 6% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization was flexible and had the capability to manage change.

Best Place to Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	24	24
2.	Agree	49	49
3.	Neutral	16	16
4.	Disagree	6	6

5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The table above shows views of the respondents regarding working in the organization. 49% of the respondents agreed the organization was a best place to work for, 24% of the respondents strongly agreed, 16% of them responded neutral, 6% of the respondents disagreed and the rest 5% of the respondents strongly disagreed the organization was the best place to work for. Thus, majority of the respondents agreed the organization was a best

Retain People Knowledge

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	31	31
2.	Agree	49	49
3.	Neutral	11	11
4.	Disagree	4	4
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The organization had the ability of retain people with knowledge and expertise to this 49% of the respondents agreed, 31% of the respondents strongly agreed, 11% of them responded neutral, 4% of the respondents disagreed the organization took efforts to retail able people, and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization had the ability of retain people with knowledge and expertise.

Receptive to Suggestion from Subordinates

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	18	18
2.	Agree	54	54
3.	Neutral	13	13
4.	Disagree	8	8
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

The superiors were receptive to the suggestions of the subordinates, to this 54% of the respondents agreed, 18% of them strongly agreed, 13% of them responded neutral, 8% of the respondents disagreed the superiors were receptive to suggestions from subordinates and the rest 7% of the respondents strongly disagreed. Thus, majority of the respondents agreed superiors were receptive to the suggestions of their subordinates.

INNOVATION AND CHANGE

Consultation about necessary changes

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	37	37
3.	Neutral	28	28
4.	Disagree	8	8
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

From the above table it is inferred that 37% of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers, 28% of the respondents responded neutral, 22% of the respondents strongly agreed, 8% of them disagreed and the rest 5% of the respondents strongly disagreed that mangers consulted them regarding work.

Thus, majority of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers.

Usage of Ideas

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	39	39
3.	Neutral	20	20
4.	Disagree	11	11
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The organization made use of good ideas provided by the employees to this 39% of the respondents agreed, 25% of the respondents strongly agreed, 20% of them responded neutral, 11% of the respondents disagreed the organization used good ideas provided by the employees and the remaining 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization made use of good ideas provided by the employees.

Failure action taken seriously

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	28	28
2.	Agree	33	33
3.	Neutral	22	22
4.	Disagree	13	13
5.	Strongly Disagree	4	4
	Total	100	100

Source: Primary Data

The organization regarded work related failures seriously and took necessary steps to this 33% of the respondents agreed, 28% of the respondents strongly agreed, 22% of them responded neutral, 13% of the respondents disagreed the organization regarded work related failures seriously and the rest 4% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization regarded work related failures seriously and took necessary steps.

Encourage Innovation

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	31	31
2.	Agree	36	36
3.	Neutral	14	14
4.	Disagree	12	12
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

The organization encouraged innovations to this 36% of the respondents agreed, 31% of the respondents strongly agreed, 14% of the respondents responded neutral, 12% of the respondents disagreed the organization encouraged innovations and the rest 7% of the respondents strongly disagreed the organization encouraged innovations. Thus, majority of the respondents agreed the organization encouraged innovations**Skills and Abilities used**

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	45	45
3.	Neutral	15	15
4.	Disagree	9	9
5.	Strongly Disagree	6	6
	Total	100	100

Source: Primary Data

From the above table it is inferred that 45% of the respondents agreed that the organization made proper utilization of their skills and abilities, 25% of the respondents strongly agreed, 15% of the respondents responded neutral, 9% of the respondents disagreed their skills and abilities were utilized properly, and the rest 6% of the respondents strongly disagreed the organization made proper use of employees skills and abilities. Thus, majority of the respondents agreed the organization made proper use of the skills and abilities of the employees.

Intend to work foreseeable future

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	47	47
3.	Neutral	12	12
4.	Disagree	11	11
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

As a result of the way the organization treated employees they intend to work for the company for the foreseeable future to this 47% of the respondents agreed, 22% of the respondents strongly agreed, 12% of them responded neutral, 11% of the respondents disagreed and the rest 8% of the respondents strongly disagreed. Thus, majority of the respondents agreed that As a result of the way the organization treated employees they intend to work for the company for the foreseeable future.

Acquire new competencies

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	49	49
3.	Neutral	11	11
4.	Disagree	12	12
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the above table it is inferred that 49% of the respondents agreed their job offered opportunities to acquire new competencies, 21% of the respondents strongly agreed, 12% of them disagreed 11% of the respondents responded neutral, and the rest 7% of the respondents strongly disagreed their job offered opportunities to acquire new competencies. Thus, majority of the respondents agreed their job offered opportunities to acquire new competencies.

Freedom to try new methods

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	38	38
3.	Neutral	17	17
4.	Disagree	14	14
5.	Strongly Disagree	9	9

	Total	100	100

Source: Primary Data

From the above table it is inferred that 38% of the respondents agreed employees were given the freedom to try out new work methods, 22% of them strongly agreed, 17% of them responded neutral, 14% of the respondents disagreed the organization gave them the freedom to try out new work methods, and the rest 9% of the respondents strongly disagreed. Thus, majority of the respondents agreed employees were given the freedom to try out new work methods**PERFORMANCE MANAGEMENT**

Performance Standards Clearly Defined

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	23	23
3.	Neutral	27	27
4.	Disagree	13	13
5.	Strongly Disagree	10	10
	Total	100	100

Source: Primary Data

Performance standards of the job were clearly defined to this 27% each of the respondents strongly agreed and responded neutral, 23% of the respondents agreed, 13% of the respondents disagreed and the remaining 10% of the respondents strongly disagreed that Performance standards of the job were clearly defined. Thus, majority of the respondents agreed that Performance standards of the job were clearly defined.

Appraisal to know strength and improvement

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	35	35
3.	Neutral	22	22
4.	Disagree	11	11
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The appraisal system in the organization has helped to learn about work strengths and areas for improvement to this 35% of the respondents agreed, 27% of the respondents strongly agreed, 22% of the respondents responded neutral, 11% of the respondents disagreed The appraisal system in the organization has helped to learn about work strengths and areas for improvement, and the rest 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the appraisal system in the organization has helped to learn about work strengths and areas for improvement.

Performance Appraisal Feedback

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	30	30
2.	Agree	43	43
3.	Neutral	10	10

4.	Disagree	10	10
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the above table it is inferred that 43% of the respondents agreed that employees in the organization viewed performance feed back and counseling as an opportunity to improve and grow, 30% of them strongly agreed, 10% each of them responded neutral and disagreed, and the rest 7% of the respondents strongly disagreed.

Thus, majority of the respondents agreed that employees in the organization viewed performance feed back and counseling as an opportunity to improve and grow.

Superiors give feedback to Subordinates

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	33	33
3.	Neutral	21	21
4.	Disagree	10	10
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

Superiors in the organization give feedback to their subordinate with adequate care and concern to this 33% of the respondents agreed, 29% of the respondents strongly agreed, 21% of them responded neutral, 10% of the respondents disagreed that Superiors in this organization give feedback to their subordinate with adequate care

and concern and the rest 7% of them strongly disagreed. Thus, majority of the respondents agreed that Superiors in the organization gave feedback to their subordinate with adequate care and concern.

ROLE CLARITY

Adequate Career Growth Opportunities

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	34	34
2.	Agree	37	37
3.	Neutral	15	15
4.	Disagree	9	9
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

From the above table it is inferred that 37% of the respondents agreed there was adequate career growth opportunities in their organization, 34% of the respondents strongly agreed, 15% of them responded neutral, 9% of the respondents disagreed and the rest 5% of them strongly disagreed there was growth opportunities in the organization. Thus, majority of the respondents agreed there were adequate career growth opportunities in their organization.

4.	Disagree	8	8
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the above table it is inferred that 35% of the respondents agreed the management encouraged cross functional team culture, 33% of the respondents strongly agreed, 17% of them responded neutral, 8% of them disagreed, and the rest 7% of them strongly disagreed. Thus, majority of the respondents agreed the management encouraged cross functional team culture.

Ensure clear understanding of role/responsibility

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	35	35
3.	Neutral	22	22
4.	Disagree	11	11
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

Management ensures that job responsibilities / role is clearly understand to employees to this 35% of the respondents agreed, 29% of them strongly agreed, 22% of the respondents responded neutral, 11% of the respondents disagreed Management ensures that job responsibilities / role is clearly understand to employees

and the rest 3% of them strongly disagreed. Thus, majority of the respondents agreed the Management ensures that job responsibilities / role is clearly understand to employees

Delegation of Authority

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	26	26
2.	Agree	37	37
3.	Neutral	19	19
4.	Disagree	14	14
5.	Strongly Disagree	4	4
	Total	100	100

Source: Primary Data

Employees were delegated with necessary authorities to do their job well to this 37% of the respondents agreed, 26% of them strongly agreed, 19% of the respondents responded neutral, 14% of the respondents disagreed they were provided the necessary authority to do their job well, and the rest 4% of the respondents strongly disagreed. Thus, majority of the respondents agreed they were delegated with necessary authorities to do their job well.

Recognition for Work Achievements

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	37	24
2.	Agree	49	33
3.	Neutral	42	28
4.	Disagree	18	12
5.	Strongly Disagree	4	3
	Total	150	100

Source: Primary Data

The employees in the organization were recognized for their work achievements to this 33% of the respondents agreed, 28% of them responded neutral, 24% of them strongly agreed, 12% of the respondents disagreed and the rest 3% of the respondents strongly disagreed they were recognized for work achievement.

Thus, majority of the respondents agreed employees in the organization were recognized for their work achievements.

WORKING CONDITIONS

Well Equipped Infrastructure

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	33	33
2.	Agree	29	29
3.	Neutral	11	11
4.	Disagree	19	19

5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

The organization was well equipped with infrastructure required for their job to this 33% of the respondents strongly agreed, 29% of the respondents agreed, 19% of the respondents disagreed they were well equipped with infrastructure required for their work, 11% of them responded neutral, and the rest 8% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization was well equipped with infrastructure required for their job.

Physical Working Environment is Pleasant

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	36	36
3.	Neutral	21	21
4.	Disagree	14	14
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

From the above table it is inferred that 36% of the respondents agreed the physical working environment was pleasant, 21% each of the respondents strongly agreed and responded neutral, 14% of the respondents disagreed and the remaining 8% of the respondents strongly disagreed they were provided with a pleasant

working atmosphere. Thus, majority of the respondents agreed they were provided with pleasant working environment.

High Importance to Safety

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	20	20
2.	Agree	41	41
3.	Neutral	15	15
4.	Disagree	17	17
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the table it is inferred that 41% of the respondents agreed that the organization gives high importance to safety, 20% of them strongly agreed, 17% of the respondents disagreed the organization gives high importance to safety, 15% of them responded neutral, and the remaining 7% of the respondents strongly disagreed. Thus,

m **Safety and Health Provisions**

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	41	41
3.	Neutral	7	7
4.	Disagree	19	19
5.	Strongly Disagree	11	11
	Total	100	100

Source: Primary Data

Employees in the organization were provided with all safety and health provisions to this 41% of the respondents agreed, 22% of the respondents strongly agreed, 19% of the respondents disagreed they were provided with all safety and health provisions, 11% of them strongly disagreed, and the rest 7% of the respondents responded neutral.

Thus, majority of the respondents agreed they were provided with all safety and health provisions.

Overall Human Resource Management

Sl.No	Particulars	Frequency	Percentage
1.	Very High	12	12
2.	High	77	77
3.	Neutral	11	11
	Total	100	100

Source: Primary Data

The above table shows the overall level of satisfaction towards human resource management practices in the organization where, 77% of the respondents had high level of satisfaction towards overall human resource practices, 12% of the respondents had very high level of satisfaction towards overall human resource practices and the rest 11% of the respondents had neutral level of satisfaction towards overall human resource practices.

Thus, majority of the respondents had high level of satisfaction towards overall human resource practices in the organization.

Interpretation

The table 16.1 and figure 16.1 reveals that the respondents are very much satisfied 25% respondent says that they consume 8-15 glass water, 25% respondent says that they consume 10-15 glass water and 50% consume 15-20 glass water. majority of the respondents agreed the organization gives high importance to safety.

FINDINGS

The major findings of the study on the basis of analysis of the data are summarised below:

- Age classification of the respondents shows that majority of the respondents belonged to the age group below 40 years.

- Qualification distribution of the respondents shows that majority of the respondents were professionally qualified

- Marital status of the respondents shows that 63% of the respondents were un married.

- Designation of the respondents shows that 50% of the respondents belonged to floor level category of job.

- Work experience of the respondents shows that 70% each of them have 1 to 10years of work experience.

- Monthly salary of the respondents shows that 62% of the respondents belonged to the income group is between Rs. 9,000 to 25000/-.

- 79% of the respondents agreed they had a clear understanding of the company's goals and objectives.

- 81% of the respondents agreed the employees had a clear understanding of the company's mission and vision.

- 78% of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.

- 79% of the respondents agreed the organization had leaders who inspired people to high levels of

performance.

- 81% of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.

- 70% of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

  75% of the respondents agreed that managers took decisions consistent in with the company values.

- 78% of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

- 78% of the respondents agreed the organization was flexible and had the capability to manage change.

- 73% of the respondents agreed the organization was a best place to work for.

- 71% of the respondents agreed the organization had the ability of retain people with knowledge and expertise.

- 72% of the respondents agreed superiors were receptive to the suggestions of their subordinates.

- 59% of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers.

- 64% of the respondents agreed the organization made use of good ideas provided by the employees.

- 61% of the respondents agreed the organization regarded work related failures seriously and took necessary steps.

- 67% of the respondents agreed the organization encouraged innovations.

- 70% of the respondents agreed the organization made proper use of the skills and abilities of the employees.

- 69% of the respondents agreed that As a result of the way the organization treated employees they

intend to work for the company for the foreseeable future.

- 70% of the respondents agreed their job offered opportunities to acquire new competencies.

- 60% of the respondents agreed employees were given the freedom to try out new work methods

- 50% of the respondents agreed that Performance standards of the job were clearly defined.

- 63% of the respondents agreed performance is assessed against clarity set goals and objectives.

- 62% of the respondents agreed the appraisal system in the organization has helped to learn about work strengths and areas for improvement.

- 73% of the respondents agreed that employees in the organization viewed performance feedback and counseling as an opportunity to improve and grow.

- 62% of the respondents agreed that Superiors in the organization gave feedback to their subordinate with adequate care and concern.

- 71% of the respondents agreed there were adequate career growth opportunities in their organization.

- 68% of the respondents agreed the management encouraged cross functional team culture.

- 64% of the respondents agreed the Management ensures that job responsibilities / role are clearly understand to employees.

- 63% of the respondents agreed they were delegated with necessary authorities to do their job well.

- 86%of the respondents agreed employees in the organization were recognized for their work achievements.

- 62% of the respondents agreed the organization was well equipped with infrastructure required for their job.

- 57% of the respondents agreed they were provided with pleasant working environment.

- 61% of the respondents agreed the organization gives high importance to safety.

- 63% of the respondents agreed they were provided with all safety and health provisions.

- 89% of the respondents had high level of satisfaction towards overall human resource practices in the organization.

SUGGESTION

- The organization must make it essential that every employee in the concern has a clear understanding of the company's goals and objectives and strive to the achievement of the goals. The objectives framed in the organization must be in line with the goals of the objectives.

- Importance must be given to improving the corporate culture of the organization. It must inherently plan rigid and flexible goals and objectives which offer a pleasant working atmosphere for the worker and bring out the best from him.

- Providing a better working condition with latest technologies and updations satisfying all cadre of people in the organization and making work more pleasurable creates work interest in the employee and produce good results.

- A healthy and happy work environment which will bring out the best efforts of people must be aligned with the vision and strategy of the organization.

- The organization must provide a positive working climate to employees can maximize their potential and not only grow individually but also help in the growth of the organization.

- Poor work climate in the organization affects the amount of efforts contributed by the employee and leads to lack of job satisfaction. Thus, improvement in work climate helps employees perform well all-round.

- The organization must avoid unnecessary rules and procedures which burden the employees and lead to low performance results.

- Organization must continuously emphasize on improvement and change in areas where ever necessary

as an attempt to retain its manpower.

- There's no other better motivator than rewards. Employees must be motivated from time to time by way of incentives and recognition for their efforts.

- Prior to appraisal the employee must be clearly explained what is expected of him for the success of Performance Management System.

- Growth and development strategies must be adopted by organization at intervals to bring about change in performance and results of the employees at all levels.

CONCLUSION

Human Resource management is an often-underestimated task in work- environments. However, it is adequate and conscientious HR management that will establish and retain a qualified, well-cooperating workforce and therefore, ultimately, an increase of organizational growth, efficiency, and profitability. The most important tasks of the Human Resource department are to make sure that the people working in an organization 1) feel happy 2) are in the right job, and 3) get the opportunity to upgrade their skills when necessary. It is also HR's task to coordinate the recruitment of new employees for vacant positions. Needs for HR practice are changing rapidly in the 21st Century as a new context emerges from rapid political, technological, market and demographic changes. The challenge for both HR leaders and general managers is to build capabilities that ensure the successful execution of business strategy. The next generation of senior HR professionals will need to think in new ways, take diverse perspectives and lead their organization with confidence.

The simple message embedded in all of the above is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other; while, at the same time, they should also be aware that the ways in which workers get motivated vary richly. Thus, concluding that the overall human resource
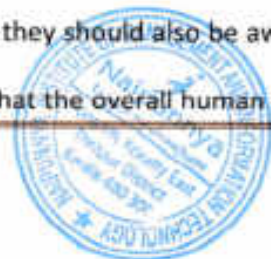
practices in Kochi Marriott Hotel, Kerala is satisfactory, which is an appreciable factor in private sector.

BIBLIOGRAPHY

- Adhikari, D.R. (2005), "Labour legislation and quality of work life in Nepal", Proceedings of the 8th Asian Regional Congress of Labour and Social Security Law, Taipei, Taiwan, International Society for Labour and Social Security Law, Brussels,

- Armstrong, M. (2001), A Handbook of Human Resource Management Practice, Kogan Page, London,

- Armstrong, M., Baron, A. (1998), Performance Management Handbook, IPM, London,

- CRANET (2005), Survey on Comparative Human Resource Management: International Executive Report 2005, Kathmandu,

- CRANET/Nepal (2004), Executive Report, Kathmandu, de Waal, A.A. (2007), Strategic Performance Management: A Managerial and Behavioral Approach, Palgrave Macmillan, London, de Waal, A.A.,

- Counet, H. (2006), "Lessons learned from the balanced scorecard", in Neely, A., Kennerley, M., Walters, A. (Eds),Performance Measurement and Management: Public and Private, Cranfield School of Management, Cranfield, pp.211-18.

- Guest, D. (1997), "Human resource management and performance: a review and research agenda", International Journal of Human Resource Management, Vol. 8 No.3, pp.263-76.

- Hendry, C., Pettigrew, A. (1990), "Human resource management: an agenda for the 1990s", International Journal of Human Resource Management, Vol. 1 No.1, pp.17-43.

- His Majesty's Government of Nepal (2000), KPMP Report, Kathmandu,

- Hoque, Z., James, W. (2000), "Linking balanced scorecard measures to size and market factors: impact on organizational performance", Journal of Management Accounting Research, Vol. 12 No.1, pp.1-18.

- Lawler, E.E. III, Mohrman, S.A., Ledford, G.E. Jr (1998), Strategies for High- performance Organisations — The CEO Report, Jossey-Bass Publishers, San Francisco, CA .

- McKenna, E., Beech, N. (1997), Human Resource Management, Prentice-Hall, Englewood Cliffs, NJ, (1983), in McLagan, P.A. (Eds), Models for Excellence: The Conclusions and Recommendations of the ASTD Training and Development Competency Study, American Society for Training and Development, Washington, DC,

- MacDuffie, J.P., Krafcik, J.F. (1992), "Integrating technology and human resources for high-performance manufacturing: evidence from the international auto industry", in Kochan, T., Useem, M. (Eds), Transforming Organisations, Oxford University Press, New York, NY,

- Ulrich, D. (1997), "Measuring human resources: an overview of practice and a prescription for results", Human Resource Management, Vol. 36 No.3, pp.303-20.

- Ulrich, D. (1998), "A new mandate for human resources", Harvard Business Review, No. January-February,

- Urlich, D. (1999), Delivering Results: A New Mandate for Human Resource Professionals, Harvard Business Review, Boston, MA, van der Sluis, L.E.C. (2007), "Umbrella for research into human resource development (HRD)", Human Resource Development International, Vol. 10 No.1, pp.99-106.

- Verbeeten, F.H.M. (2008), "Performance management practices in public sector organizations: impact on performance", Accounting, Auditing & Accountability Journal, Vol. 21 No.3, pp.427-54.

- Ostroff, C. (1992), "The Relationship between Satisfaction, Attitudes, and Performance: An Organizational Level Analysis", Journal of Applied Psychology, Vol. 77 pp.963-74.

- Parasuraman, A., Zeithaml, V.A., Berry, L.L. (1985), "A Conceptual Model of Service Quality and Its Implication for Future Research", Journal of Marketing, Vol. 49 pp.41-50.

- Parkington, J.P., Schneider, B. (1979), "Some Correlates of Experienced Job Stress: A Boundary Role Study", Academy of Management Journal, Vol. 22 pp.270-81.

- Roethlisberger, F.J., Dickson, W.J. (1939), Management and the Worker, Harvard University Press, Cambridge, MA,

- Schneider, B., Bowen, D.E. Winning the Service Game, Harvard Business School Press, Boston, MA,

- Luoma, M "A look behind the programme level: factors that drive HRD", The Finnish Journal of Business Economics, Vol. 49 No.1,

- Mabey, C., Salaman, G (1995), Strategic Human Resource Management, Martell, K, Carroll, S.J (1995), "How strategic Is HRM?", Human Resource Management, Vol. 34 No.2, pp.253-67.

- Hofsted, G. (1989), "The cultural relativity of organizational practices and theories", in Sheth, J., Eshghi, G. (Eds), Global Human Resources Perspectives, South-West, Cincinnati, OH, pp.2-19.

- Jackson, S.E., Schuler, R.S., Rivero, J.C. (1989), "Organizational characteristics as predictors of personnel practices", Personnel Psychology, Vol. 42 No.4, pp.727-86.

- Jain, H., Murray, V. (1984), "Why the human resources management function fails ", California Management Review, Vol. 26 No.4, pp.95-110.

- Limerick, D. (1992), "The shape of the new organization: implications for human resource management", Asia Pacific Journal of Human Resources, Vol. 30 No.1, pp.38-52.

- Midgley, D. (1990), Interim Report on the Benchmark Study of Management Development in Australian Private Enterprises, National Board of Employment, Canberra,

- Rogg, K.L., Schmidt, D.B., Shull, C., Schmitt, N. (2001), "Human resource practices, organizational climate and customer satisfaction", Journal of Management, Vol. 27 No.4, pp.430-49.

- Schlesinger, L.A., Zornitsky, J. (1991), "Job satisfaction, service capability and customer satisfaction: an examination of linkages and management implications", Human Resource Planning, Vol. 14 No.2, pp.141-9.