



ROLE OF HRM PRACTICES IN RETAINING KEY EMPLOYEES IN INDIAN TOURISM INDUSTRY

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Article DOI: <https://doi.org/10.36713/epra7950>

DOI No: 10.36713/epra7950

ABSTRACT

As of late, the endeavors of numerous associations have been guided towards methodologies to improve the commitment of people to the general achievement of the association. A number of authors have explored the links between various aspects of Human Resources Management practices and their impact on employee effectiveness. Likewise it is very much acknowledged that HRM is emphatically identified with authoritative and worker implementation, however a lot of intrigue has made progress on understanding the connection among HRM and execution in the Indian setting. This paper attempts to examine the extent to which the variables of performance management systems are associated with employee attitudes and especially retention. In this study both quantitative and qualitative methods is being utilized, based on the information obtained from Literature review, structured questionnaire were carried out for data collection from 200 employees in four organizations, which are statistically analyzed. The results indicate most of the elements of performance management is positively and significantly correlated with retention.

KEYWORDS : *performance management, retention, employee attitude, human resource management.*

INTRODUCTION

As of late, the undertakings of various organizations have been guided towards procedures to improve the dedication of individuals to the overall achievement of the association. The name given to this for all intents and purposes basic cycle is 'performance management'. Performance management (PM) as a more exhaustive complex assessment and management system developed out of a blend of performance assessments and of performance assessment structures. Organizations performance management systems were getting logically confusing, taking factors other than financial pointers into suspected and were centered around the drawn out reasonability of the association. Since the mid-1990's there has been a stepped increase in research of both an insightful and a down to business nature (Thorpe and Beasley, 2004; Neely, 1999) into the districts of definitive performance assessment and

performance management of both the association similarly as the individual.

Performance management is much more broad and a tangled limit of Human Resource, for instance, joint target setting, relentless headway review and regular correspondence, analysis and educating for improved performance, use of employee progression programs and compensating achievements. The pattern of performance management starts with the joining of another officeholder in a system and terminations when an employee stops the association. Performance management can be seen as an orderly cycle by which the overall performance of an association can be improved by improving the performance of individuals inside a gathering framework. Key practices for the performance management systems (PM structure) include: an indisputable arrangement of working obligations; associating employee to progressive goals through clear performance wants, nitty gritty in noticeable and quantifiable terms; the organizing of



employee getting ready and competency improvement; training practices; standard performance appraisal and assessment (Murphy and Cleveland, 1996; Arvey and Murphy, 1998; DeNisi, 2000; Graham, 2004; Armstrong and Baron, 2004). The checking and appraisal of employee performances happens reliably, and fits in a general strategy of ordinary correspondence with the employees.

One of the world's largest service industry, the travel industry and warmth have been critical social activities of individuals from a long time ago. The craving to explore new places inside one's very own country or outside and search for a distinction in atmosphere and data has been experienced from old events. The travel industry is the measure of the obvious huge number of wonders and associations rising up out of associations among tourists, have governments and organizations, businesses, and non-administrative organizations, drawn in with the route toward pulling in, dispatching, encouraging and managing these travelers and various visitors. In the past scarcely any numerous years, the travel industry has experienced continued with advancement and diversification to get one of the fastest creating money related territories on the planet. Today, the business volume of the travel industry ascends to that of oil exchanges, food things or vehicles. The travel industry has gotten one of the huge parts in international exchange, and addresses all the while one of the key compensation and business sources for some non-modern countries. This overall spread of the travel industry has conveyed economic and work benefits in many related regions - from improvement to agriculture or telecommunications. Tourism in India is the greatest help industry, with a dedication of 6.23% to the public GDP and 8.78% of the total work in India. India sees more than 5 million yearly new traveler appearances and 562 million local the travel industry visits. The travel industry in India created about USD 28.50 billion out of 2018 new exchange. (Source: Ministry of Tourism, Govt. of India Statistics, 2018). The possible destiny of the travel industry and warmth industry in India is obviously empowering anyway there are a couple of HR challenges looked by the business viz. nonappearance of qualified staff at both operational and managerial levels and a monster opening between deftly side data sources and solicitation side necessities. Other than the Human Resource Management practices actually need cleaned ability in by far most of the organizations in the business for example - less compensation rates, long working hours, rash livelihood way, nonattendance of master improvement, nonappearance of getting ready

and progression, and improper work-life balance are the focal inquiries experienced in the travel industry. Managing the performance of the employees is probably the hardest trouble which the travel industry and sincerity organizations are facing today as this absolutely depends on the employee's devotion, capacity and clarity of performance. It is overwhelming that, if the employees are supervised viably through an inside and out organized prize practice and information segment, it can fill in as a huge mechanical assembly for employee motivation and improvement.

RESEARCH ISSUE

The necessity for answers 'on the most ideal approach to put together' and 'what is commonly huge' regarding performance management intercessions in the travel industry, seems, by all accounts, to be a significant research challenge. Further, considering the nonattendance of research supporting how much various segments of performance management work to achieve business performance, the going with two research addresses radiate an impression of being relevant:

1. Does effective execution of performance management practices really rouse those points of view and responses which are basic for employees to perform in a perfect world?
2. What are the blocks to productive execution of performance management.

The examination is fundamental to the travel industry organizations since they can know how the performance management can change their business cycles and help make generous and strong business system in Indian setting. The assessment will help fathom and perceive factors which impacts individual and all in all various leveled performance. The research work will suggest convincing measures for utilization by the travel industry association which will help lessen employee debilitating and improve participation, organization, motivation, employee duty and performance.

LITERATURE REVIEW

Results from various overall investigates are summarized in created by Boselie et al. (2005) and Katou, and Budhwar (2006) recommend that there are resemblances and moreover logical irregularities in performance management and performance research. Huselid's (1995) made and endorsed arrangements of high-commitment performance management practices through factor examination. He found high-affiliation performance management practices to be emphatically and decidedly associated with various extents of hierarchical performance, including work association,



firm monetary performance, and benefit. In another assessment, Delaney and Huselid (1996) found that practices solid with a high affiliation performance management framework, for instance, exceptionally specific staffing, impetus compensation, and preparing, were decidedly associated with hierarchical performance. Follow up observational works have shown reasonably strong, positive associations between the level of a firm's determination of high-commitment performance management strategies and hierarchical performance (MacDuffie 1995; Delery and Doty 1996; Youndt, Snell, Dean and Lepak 1996; Huselid, Ichniowski et al. 1997; Katou and Budhwar 2007).

Different makers has examined the associations between solitary HR practices and corporate monetary performance. For example, Lam and White (1998) revealed that firms' HR bearings (assessed by the effective selection of representatives, better than anticipated compensation, and expansive preparing and progression) were related to return on assets, improvement in deals, and advancement in stock qualities. Using a case of banks, Richard and Johnson (2001) analyzed the impact of key performance management reasonability (evaluations of how effectively a variety of HR practices were performed) on different performance factors. They found that key performance management amplexness was honestly related to worker turnover and the association between this measure and benefit for value was more grounded among deals with a record with higher capital force. Studies exhibiting a constructive outcome of preparing on firm performance, show preparing to be huge in updating advantage (Fairfield-Sonn, 1987), improving nature of yield (Holzer et al., 1993), empowering hierarchical turn of events, and improving efficiency (Bartel, 1994). Kalleberg and Moody (1994) surmised that planning appeared to improve all segments of firm performance, i.e., nature of thing, headway of things, representative relations, advancement in deals, efficiency and bit of the pie. Moreover, preparing is seen as a valuable methods for adjusting to changes empowered by mechanical headway, market rivalry, hierarchical getting sorted out, and section shifts (Knoke and Kalleberg, 1994). Russel, Terborg and Powers (1985) indicated an association between the apportionment of business preparing programs and monetary performance. Performance evaluation expects a section in improving association assignments, extending capability (Alexander, 1989), executing distortions (Youndt et al., 1996), growing thing unflinching quality, and productivity (Alexander, 1989), and improving generally affiliation performance (Casio, 1989; Redman et al., 1993). Martell et al. (1996) declared that four assessment factors (repeat of

casual evaluations, use of target measures, use of emotional models, and utilization of evaluation results) were decidedly connected with firm performance. In an examination of 3000 undertakings around the globe, Roberts (1995) showed that an especially run, capable evaluation structure could altogether improve representative performance and firm advantage. The usage of performance evaluations (Borman 1991) and interfacing such assessments with compensation has additionally been dependably connected with firm profitability (Gerhart and Milkovich 1990). Koch and McGrath (1996) reported that firms using more perplexing staffing takes a shot at (organizing, enlisting, and decision) had higher work productivity. Associations between spurring power compensation structures and firm performance prescribe that impetus compensation adds to extended thing quality, more unmistakable affirmation of changes and improved firm performance (Hiltrop, 1996; Luthans, 1998). Murphy (1985) analyzed associations between firm performance and inspiration compensation of 461 bosses in 72 firms over a 18-year time frame and found that pioneer compensation, including pay and prize similarly as and venture openings, stock property, and yielded compensation, was emphatically and decidedly related to both speculator returns and deals improvement.

Most of the work on performance management and performance has been endeavored in the US and as of late in the latest decade in UK. The request which develops, notwithstanding, is whether US and UK-arranged models, in any case fitting they might be for the US, hold in various settings. Different scientists outside the US have dependent on this foundation over the span of ongoing years to add to this composition. Harel and Tzafirir (1999) found that among public and private associations inside Israel, HR practices were related to obvious hierarchical and market performance. Lee and Miller (1999) found not many proof on the association between HR practices and performance among their case of Korean firms. Bae, Chen, Wan, Lawler and Walumba (2003) in their examination of HR strategy in Pacific Rim countries found that when all is said in done, the effect of tip top work structures worked satisfactorily, anyway under enormously factor conditions. Morishima (1998) found assistance for the chance perspective in a case of Japanese associations. An assessment by Ngo, Turban, Lau and Lui (1998) explored certain work takes a shot at (preparing and compensation methods) with high commitment qualities and found they would in general augmentation definitive performance in Hong Kong associations. Tsai (2006) amass in Taiwan reported that feasible use of worker reinforcing practices is



emphatically related to definitive performance. Zheng, Morrison and O'Neill (2006) examined predominant performance management practices in 74 Chinese SMEs and with performance-based compensation, participatory dynamic, unregulated economy determination and performance appraisal, just raised level representative duty was perceived as the key performance management result for improving performance.

RESEARCH METHODOLOGY

In this research work, probability sampling is utilised, as in this sampling design, every item of the universe has an equal chance of inclusion in the sample. Since the population from which the sample are drawn does not constitute a homogeneous group, stratified sampling technique is being applied in order to obtain a representative sample. Under stratified sampling the population is separated into various sub-population called strata that are individually more uniform than the total population. From each strata a proportionate number of samples are included for each organization so that every organization get proper representation irrespective of its size. Therefore in probability sampling, proportionate stratified random sampling method is being used to survey a total of 200

managers and executives of four travel companies in Kolkata, eastern part of India, viz. Thomas Cook india ltd., Kuoni India Ltd., Yatra.com and Club 7 holidays. Employees from varying positions from the mentioned travel companies of India were surveyed through structured questionnaire to learn about their perceptions and feedback about performance management in relation to their performance. To have proportionate representation from each of the 4 selected organizations, equal percent respondents were selected, out of the total managers and executives of an organisation. Further on the basis of employees years of experience in that particular organization, different strata or range were categorized and proportionate number of samples were randomly selected from within each strata. Since most of the above selected organizations are having a total of 50 to 150 employees, a good percentage of respondents were taken which will be a good representation of the total number of employees and would provide fair amount of data to study. Quantitative data was elicited from the questionnaire and was obtained through the use of a 5-point Likert scale response format. The verbal anchors ranged from “2 = strongly agree with the statement” to “-2 = strongly disagree with the statement”.

VARIABLES

Dependent Variable

Variable	Description
Retention	<ul style="list-style-type: none"> • Loyalty: The extent to which employees are committed to work for the company. • Identification: The extent to which employees treat the company as if it were their own and feel hopeful, motivated and enthusiastic about the company. • Involvement: The extent to which employees are willing to exert considerable effort and do their best to take the company forward.

Independent Variables

Variables	Description
Context and purpose	<i>Awareness - strategy:</i> The extent to which the vision, strategy and the team's purpose and contribution towards the strategy are communicated and understood.
Focus and responsibility	<i>Specific responsibilities:</i> The extent to which performance requirements are clarified and agreed on in terms of objectives, goals and measures which are fair, realistic and achievable
Skills and development	<i>Current:</i> The extent to which skills requirements for current job effectiveness are specified, development areas are agreed, and appropriate training / coaching are provided. <i>Future:</i> The extent to which career plans exist and skills requirements for future job requirements are developed.
Resources	<i>Materials:</i> The extent to which required resources are made available in terms of the physical working environment and workspace. <i>Methods:</i> The extent to which required resources are made available in terms of effective and user-friendly operating systems, processes, job aids, procedure manuals, policies and checklists.
Monitoring and feedback	<i>Feedback frequency:</i> The extent to which feedback is frequent and regular on top of bi-annual performance discussions



	<p><i>Feedback quality:</i> The extent to which feedback is adequate, gives employees a chance to explain difficulties, resolve problems and find ways to improve their performance.</p> <p><i>Objectivity:</i> The extent to which monitoring and evaluations of performance are fair and based on facts.</p>
Consequences	<p><i>Perceived link 'performance-reward':</i> The extent to which employees believe that there is a link between their contribution, reward and remuneration.</p> <p><i>Recognition:</i> The extent to which employees feel their efforts are recognized and supported.</p> <p><i>Disciplinary approach:</i> The extent to which employees perceive that poor performance is dealt with.</p>

HYPOTHESIS

Positive linear relationships exist between the performance management practices (context, focus, resources, development, monitoring, and consequences) and retention.

DATA ANALYSIS

The results of the exploratory factor analysis yielded one factor with eigenvalue = 3.67; explaining

52% of total variance. Subsequently the retention sub-scale has passed the uni-dimensionality test. As depicted in Table 1 an acceptable factor structure was obtained for the retention sub-scale. Five out of the seven sub-scale items displayed highly satisfactory factor loadings on the first principal component (-0.709 to -0.790).

Table 1. Factor structure of the retention sub-scale

Factor Loadings (Unrotated) Extraction: Principal components (Marked loadings are >.700000)	
	Factor 1
retention 1	-0.60290
retention 2	-0.709193
retention 3	-0.708672
retention 4	-0.790041
retention 5	-0.699394
retention 6	-0.783108
retention 7	-0.750012
Eigen value	3.672140
Expl. Var	0.524591

Table 2. Correlations between variables

Correlations Marked correlations are significant at $p < 0.001$, $N = 200$	
	Retention
Context	0.63
Focus	0.67
Resources	0.54
Development	0.64
Monitoring & Feedback	0.57
Consequence	0.61

As seen in Table 2, the results indicate that a substantial (moderate correlation coefficient of between 0.40 and 0.69) and significant ($p < 0.05$) relationship exists between all the performance management practices and retention. Substantial

positive correlations were reported between context and retention ($r = 0.53$, $p < 0.05$); focus and retention ($r = 0.62$; $p < 0.05$); resources and retention ($r = 0.50$; $p < 0.05$); development and retention ($r = 0.63$, $p < 0.05$); feedback and retention ($r = 0.56$, $p < 0.05$);



and consequences and retention ($r = 0.63$, $p < 0.05$). Hypothesis, stating that performance management practices have a positive effect on retention has thus been corroborated.

REGRESSION OF RETENTION ON PERFORMANCE MANAGEMENT PRACTICES

As indicated in Table 3 retention was significantly predicted by all six performance management practices, namely consequences ($t = 8.63$, $p < 0.001$), development ($t = 6.71$, $p < 0.001$), focus ($t = 5.61$, $p < 0.001$), resources ($t = 4.49$, $p < 0.001$), context ($t = 2.89$, $p < 0.01$), and monitoring and feedback ($t = -2.01$; $p < 0.05$).

Table 3. Regression of retention on performance management practices

Regression Summary for Dependent Variable: Commit						
R= .72419757 R ² = .52446212 Adjusted R ² = .52163435						
F(6,1009)=185.47 p<0.0000 Std.Error of estimate: 3.5896						
	Beta	Std. Err. Of Beta	B	Std. Err. Of B	t	p-level
Intercept			0.462942	0.289684	1.598091	0.110336
Context	0.090636	0.031324	0.108496	0.037496	2.893544	0.003891
Focus	0.213850	0.038087	0.154770	0.027565	5.614759	0.000000
Resources	0.122648	0.027297	0.120924	0.026914	4.493047	0.000008
Development	0.237253	0.035377	0.164332	0.024504	6.706449	0.000000
Mnt Fdback	-0.076187	0.037843	-0.054942	0.027291	-2.013226	0.044356
Consequence	0.280670	0.032531	0.295873	0.034293	8.627890	0.000000

Together the six performance management practices could account for 52.44% of the variance in retention scores. Based on the findings reflected in Table 3, Hypothesis, stating that performance management practices (context, focus, resources, development, monitoring and consequences) can be used to predict retention has been corroborated.

CONCLUSIONS

The main purpose of this research study was to empirically examine the relationship between performance management practices and retention in Indian tourism sector, and to investigate the relative importance of the different practices in generating these outcomes. For this purpose the hypotheses proposed by a theoretical model have been empirically studied. This discovering suggests that pioneers/directors who successfully give workers setting furthermore, reason, center and obligation, improvement openings, resources, implementation checking and analysis just as results - as additionally characterized by the High Performance Practices model of Shirley (2005), will in general be related with workers encountering elevated levels of maintenance. This finding is in line with the literature which suggests that employees are committed in a work environment where leaders/managers articulate a vision, foster

acceptance of group goals, set high performance expectations, offer individualised support, and challenge employees to think about problems and work challenges in a different manner all which are actions encompassed in transformational leadership behaviours. The outcomes detailed additionally underpins the idea in initiative assessment that workers are submitted in a domain where pioneers/chiefs relegate or substantiate recognition to what should be done, screen deviations from benchmarks and make remedial move, and guarantee rewards reward representatives in return for agreeably completing the task, which are all activities enveloped in value-based authority practices.

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