A CRITICAL STUDY OF RECRUITMENT PROCESS AND ITS IMPACT ON HR STRATEGIES OF EMPLOYEE- RETENTION IN HOSPITALITY INDUSTRY OF GARHWAL AND KUMAUN REGION OF UTTARAKHAND

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Abstract

Uttarakhand is a state with high potential of tourist attractions.Being very near to the national capital New Delhi, it catches the attention of the visitors from around the country to get a break from their schedule. The cities in this state are equipped with hospitality points, which even diplomatically force the guest to stay for a longer. In a recent time, after getting the status of tourism state, plenty of the hotels and resorts have emerged with their brand and name. Few of the international hotels also have settled their properties in Uttarakhand to grab the opportunity. It also helps to reduce skill-drains from the state, as it is well known that the state has best level of hospitality skills.The existing hotels of Uttarakhand have different practices regarding recruitment of employees. Many of the hotels throughout country have the employees or work force from Garhwal and Kumaun region almost in all departments at different level. The people from Uttarakhand even don't want to escape from their home state. But the ultimate situation is different. In this research paper, therewould an emphasis on the HR strategies for recruitment of employees and its impact on employee- retention in hospitality industry of Garhwal and Kumaun region of Uttarakhand. The data would be collected from the employees of three stars and above category of hotels through the questionnaire; and then analysis will come out with the conclusion that why there is employee retention problem in study area.

Keywords: HR Strategies, Recruitment, Selection, Employee- Retention, Hospitality Industry, Garhwal and Kumaun Region. Uttarakhand.

1. Uttarakhand

Uttarakhand became the 27[th]state of the Republic of India and formed on 09th November, 2000. The state has been carved from a large landscape Uttar Pradesh, which is already still one of the largest states in India. Uttaranchal was the name given to this state, when it came into the existence, but later it got its contemporary name on the demand of its native people. Because of its association of Hindu Gods and Goddesses and temples scattered throughout the state, it is also known as Devbhoomi. The four most famous pilgrim places are the icon of Uttarakhand, i.e. Gangotri, Yamunotri, Kedarnath and Badrinath. These places are called the Chardham of the state.The other famous pilgrimage sites are: Gopeshwar, Vishnuprayag, Karnprayag, Devprayag, Nandprayag, Rishikesh, NeelkanthMahadev, Gaurikund, Tungnath,

Guptkashi, Madhyamaheshwar, Har-ki-Pauri. The popular tourist destinations in KumaonareBaijnath, Bhowali, Binsar, Chakouri, Ranikhet, Ramnagar, Pithoragarh, Naukuchiyatal, Sattal,Bhimtal, Nainital, Munsiyari, Mukteshwar, Mohaan, Kausani, Dhalia, Corbett National Park, Chaukori, Binsar, Bhowali, Baijnath, and Almora.The other tourist attractions in Uttarakhand are Dhikhuli camp, Milam Glacier Trek, Panchachuli Glacier Trek, Pindari Glacier Trek, PindariKafni Glacier Trek, Sunderdunga Glacier Trek, and Singri Camp, which arethe trekking and camping destinations also.The border of state is sharing its northern international lines with Nepal and China (Tibet), in the west and north-west Himachal Pradesh, Uttar Pradesh State is in the south and Nepal in the east. Uttarakhand is well connected via rail, road and airport with national capital New Delhi. Dehradun is equipped with all the modern facilities, required for being the capital of state and approximately 250 km distance from Delhi. The other cities of Uttarakhand like Haldwani, Haridwar, Rishikesh, Nainital, Almora, Roorkie, Tehri etc. has also significant values and got administrative importance.Being in Uttarakhand provides a blend of unlimited experiences and opportunities with nature, wildlife, culture, heritage, adventure, yoga,pilgrimages and meditation. These are also the strength for being the tourism based mountainous state.

Garhwal and Kumaun are two regions of Uttarakhand, which can be considered as western and eastern part of the state respectively. There are thirteen districts in Uttarakhand, from which six are in Garhwal and seven are in Kumaun regions. Haridwar, Dehradun, Tehri, Uttarkashi, pauri, Chamoli, and Rudraprayag districts are in Garhwal region. The Kumaon region consists of Almora, Bageshwar, Champawat, Nainital, Pithoragarh, and Udham Singh Nagar district.Both of the region have a potential of tourist attractions because of its richness in wildlife area. The wildlife of Garhwal include key areas like: Assan barrage, Goving Wildlife Sanctuary, Nanda Devi National Park, Rajaji National Park, and Valley of Flowers. The wildlife of Kumaon include destinations like: Askot sanctuary, and Corbett National Park. The glaciers of Garhwal include: BanderPunchh Glacier, ChorbariBamak Glacier, Dokriani Glacier, Doonagiri Glacier, Gangotri Glacier, Khatling Glacier, Nandadevi Glacier, Satopnath and Bhagirathi-Kharak Glacier, and TipraBamak Glacier. The glaciers of Kumaon include: Kaphini, Maiktoli, Milam, Namik, Pindari, Ralam and Sunderdhunga Glaciers.

2. Uttarakhand: Hospitality Industry

Being very near to the national capital New Delhi, it catches the attention of the visitors from around the country to get a break from their schedule. The cities in this state are equipped

with hospitality points, which even diplomatically force the guest to stay for a longer. In a recent time, after getting the status of tourism state, plenty of the hotels and resorts have emerged with their brand and name. Few of the international hotels also have settled their properties in Uttarakhand to grab the opportunity. It also helps to reduce skill-drains from the state, as it is well known that the state has best level of hospitality skills. The existing hotels of Uttarakhand have different practices regarding recruitment of employees.

Forthe nature lover tourists Uttarakhand is a favourite destination. For them it is a ground of dissatisfaction that hotel industry has not got sufficient development at the same rate as the tourist sites (Bagri et al., 2010).There are day to day many emerging challenges before the Hospitality industry of Uttarakhand, which affect the performance of hotel organizations. These challenges are related to availability of skilled employees which contributes to the poor performance in terms of low level of service quality. Many of the hotels throughout country have the employees or work force from Garhwal and Kumaun region almost in all departments at different level. The people from Uttarakhand even don't want to escape from their home state. But the ultimate situation is different. In this research paper, there would an emphasis on the HR strategies for recruitment of employees and its impact on employee-retention in hospitality industry of Garhwal and Kumaun region of Uttarakhand.

These challenges enforce hospitality employers to think about HR strategies to retain the employees. Choosing performance indicators is a challenging and dynamic process. Performance indicators may be appropriate today, but the system needs to be continually re-assessed as strategies and competitive environments evolve. The management is responsible for making a strategic decision on adoption and use of various performance indicators.

3. Employee Retention vs. Employee Turnover

The job dissatisfaction, lack of support by the supervisors and their feedback, inappropriate pay system and lack of training and development are significant aspects for the employee retention *(Kemelgor& Meek, 2008)*.In the Survey carried out through CIPD by *Taylor (2008)*, he states that highest turnover is found in hotels and catering industry as compared to any other industry. *Agrusa&Lema, 2007* found in their research conducted in casinos that employee turnover gives directs impact on customers turnover, which ultimately relates the business operations. He also states that the strategies for riding off the issues in the hospitality industry has become significant as equal to organizational effectiveness.

Staff turnover may be defined as the ration of number of employees replaced in a given time span to the average number of employees. *(Taylor, 2008).*Valuable employees are the assets to the organisation and it is quite difficult for the HR managers to hire the good employees *(Panoch, 2001)*. Retention of the talented employee plays a countless role in the development of organization, it has been stated that the organization's future will be in talented hands with the invention of efficient performance and drive innovation in a very new way *(Martin, 2010)*. It is important to retain the employee because of involvement of indirect costs due to low level of customer loyalty, customer satisfaction as well as loss of revenues. In today's scenario, retention is challenging due to availability of qualified manpower and their demands in the market *(Pardon, 2004)*.

4. HR Strategies for RecruitmentProcess

Employees are the key factor behind the success of any enterprise, its productivity and profitability & it starts from recruitment till retention*(Honore, 2009)*.Staff Turnover, specially the skilled employee, in a high volume has a negative impact on organizational development, because it creates a heavy number of untrained manpower in the organization. It creates an imbalance in the manpower planning, because of the damaged ratio of skilled and unskilled personnel *(Taylor, 1998)*. *Johnson (2007)* says that employee retention is very much dependent on the management and leadership style of the organization as well as strategies adopted by Human Resource Department. It means that that the subordinates get motivated by the managers' or supervisors' competencies and knowledge. It leads towards productivity of the organization. As *Sigler (1999)*suggested that the non-productive and less performed employees are often considered to leave the organization, where as the employees who are talented and productive are pampered to stay at a cost, because management thinks to retain them rather to hire the fresher or new employees.

The employers, who are well familiar with the importance of human capital and accordingly apply the management practices and organizational policies to tackle with the sitation of employee retention leads in the market competition *(Moncarz, 2008)*.

Retention and turnover of employees start very early through from "recruitment" and "selection". Recruitment is considered as a positive activity, in which the bunch of relevant and prospective employees opt their employer for the futuristic purposes or vice versa as the employers sell themselves in the market of relevant manpower to construct a pool of qualified employees. Whereas the selection process is deemed as negative activity, as it is the bunch of

steps to pick-out the best and leave the rest *Taylor (2008)*. The HR department must take a call to search the problem solving strategies regarding unsatisfied workforce, as it is directly related to organizational effectiveness *(Agrusa&Lema, 2007)*.

Hotel industry at minor places faces challenges in terms of access to quality human resources. Various studies recommended that the place of work and individual requirements of employees who worked in other countries and came back are dissimilar as compared to the inhabitant employees. The height of experience and talent of international employee creates a relatively high demand for the job *(Baum et al., 2007)*, which affects the talent management process that should include mutually expatriates as well as native workforce. Certain hotels have more faith on recommendation and word of mouth of employees who are working while some follows a formal procedure to engage employees. A hotel industry can be an inspiration transform for individuals who are from a community with a lesser amount of educational background which can change the perception of the human race which is exceptional for the industry. But on the other hand it can be difficult to retain them as employees if they are wrongly placed, not trained properly and do not have specific skills to meet the company objective. For proper placement of an individual, a skilfulness analysis tool can be used along with the training required to equalize the income *(Jurowski&Liburd, 2001)*.

*Gupta C.B. (1998)*in his Book "Human Resource Management" has explained the various HR practices linked to HR strategies such as, recruitment, selection, placement, induction, training and development, career planning, compensation, performance appraisal employee welfare, grievance procedure and future role of manager.

5. Objectives of the study

- To analyze the effectiveness of Recruitment process in the retention of employees.
- To study the relationships between Recruitment process and Human Resource strategies to retain the employees.

6. HYPOTHESIS:

H_0: There is a significant influence of Recruitment process on HR Strategy of employee retention.

H_1: There is no significant influence of Recruitment process on HR Strategy of employee retention.

Hypothesis is based on the following points.

1. Due to poorRecruitment policies, the employers are not able to get the right people to provide better services to the clients.
2. Competitive pay and benefits may lead to escape of employee to metropolitan cities.
3. Seasonal behaviour of industry may create job insecurity, which can also be related to aspiration of skilled and graduate employees for fast career growth.

7. Researchmethodology

The objective of this research aims at analytical evaluation of the Employee Retention HR Strategies for hospitality industry in both of the region i.e. Garhwal and Kumaun of Uttarakhand. This study is based on the existing HR policy; Employee Retention, HR Strategies and cross examine the similarities and dissimilar factors in both of the hill state. The objective of this research study is an effort to identify the stabilizing factor of employees, to retain the good performers and reduce employee turnover and cost associated with it, to identify the right candidate and provide with the conducive environment and to identify the key factors desired by the professionals, making it easy for them in hiring the most talented, creative, innovative and prospective candidates.

The hotels ranging from three to five star from both of the regions have been were selected for the present study including the hotels units of internationally recognised branded hotel chains. The selection of respondents has been done on random sampling method.The study is based on the primary and the secondary data both. Primary data have been collected from Garhwal and Kumaun Region through a structured questionnaire administered to respondents i.e., employees, whereas secondary data is collected from various publications, books and research journals. The data have been rationally interpreted. Since the area of study is whole state therefore the primary data collected is a total of three hundred fifty (350) respondents.

8. Analysis

The primary data have been obtained through the personal interview among employees of hotels in Garhwal and Kumaun region. A total of 350 valid responses were obtained from the field survey, 150 for Garhwal region and 150 for Kumaun region. The first part of the analysis focuses on tenting the validity and reliability of the issues identified. The second part of the analysis deals with testing the relationship of various identified issues with employee retention.

Validity and reliability of Issues Identified

For checking the validity of the identified issues, exploratory factor analysis using Principal Component Analysis was done, using VARIMAX rotation. Reliability was checked using Cronbach's Alpha.

Table 1: Gender distribution of the respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	131	37.4	37.4	37.4
	Male	219	62.6	62.6	100.0
	Total	350	100.0	100.0	

Source: Compiled from primary data

The above pie-chart represents gender distribution of the respondents from sample, which have been selected on the simple random sampling method. Out of total 350 number of sample, 131 were female and 219 were male respondents.

Table 2: Age - group distribution of the respondents

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	216	61.7	61.7	61.7
	31-40	78	22.3	22.3	84.0
	41-50	1	.3	.3	84.3
	Above 40	7	2.0	2.0	86.3
	Under 20	48	13.7	13.7	100.0
	Total	350	100.0	100.0	

Source: Compiled from primary data

Table 3: Organizational position of the respondents

Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fresh/ Entry Level	62	17.7	17.7	17.7
	Non-Executive	85	24.9	24.2	41.9
	Junior Executive	37	10.6	10.5	52.4
	Executive	2	.6	.6	53.0
	Senior Executive	67	19.1	19.1	72.1
	Manager	94	27.0	27.0	99.1
	Senior Manager	3	.9	.9	100.0
	Total	350	100.0	100.0	

Source: Compiled from primary data

Table 4: Educational profile of the respondents

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	252	72.0	72.0	72.0
	Intermediate	12	3.4	3.4	75.4
	Post Graduate	86	24.6	24.6	100.0
	Total	350	100.0	100.0	

Source: Compiled from primary data

The questionnaire consists the parameters about basic salary, conveyance allowance, dearness allowance, phone /mobile allowance, house rent allowance, staff meal, medical allowance, uniform allowance, commission / incentives, overtime allowance given to the employees as per their designation and profile of the organization. Most of the respondents are getting the benefits of above asked components of monetary benefits.

For questions based on the factor of recruitment practices followed in the hotels, the analysis is represented as below in tabular and pie chart form showing the percentage of the same:

Analysis 1: For the question whether the recruitment processes are impartial, out of 350 respondents 31 (i.e. 8.85 %) were strongly agree, 81 (i.e. 23.14 %) were agree, 14 (i.e. 4%) were satisfied, 24 (i.e. 6.85%) were disagree and 200 (i.e. 57.14 %) were strongly disagree from the given point.

Table: 5 Recruitment processes are impartial

The recruitment processes are impartial	No. of respondents	Percentage
Strongly Agree	**31**	8.85%
Agree	**81**	23.14
Satisfactory	**14**	4
Disagree	**24**	6.85
Strongly Disagree	**200**	57.14
Total	**350**	100%

Source: Compiled from primary data

Analysis 2: For the question whether favouritism is not evident in any of the selection process, out of 350 respondents 32 (i.e. 9.14%) were strongly agree, 224 (i.e. 64%) were agree, 50 (i.e. 14.28%) were satisfied, 33 (i.e. 9.42%) were disagree and 11 (i.e. 3.14%) were strongly disagree from the given point.

Table: 6 Favouritism is not evident in any of the selection process

Favouritism is not evident in any of the selection process	No. of respondents	Percentage
Strongly Agree	**32**	9.14
Agree	**224**	64.0
Satisfactory	**50**	14.28
Disagree	**33**	9.42
Strongly Disagree	**11**	3.14
Total	**350**	100%

Source: Compiled from primary data

Analysis 3: For the question whether favouritism is not evident in any of the selection process, out of 350 respondents 8 (i.e. 2.38 %) were strongly agree, 250 (i.e. 71.42 %) were agree, 27 (i.e. 7.71 %) were satisfied, 44 (i.e. 12.57 %) were disagree and 21 (i.e. 6 %) were strongly disagree from the given point.

Table: 7 Favouritism is not evident in any of the selection process

All appointments in this organization are based on merit	No. of respondents	Percentage
Strongly Agree	**8**	2.38
Agree	**250**	71.42
Satisfactory	**27**	7.71
Disagree	**44**	12.57
Strongly Disagree	**21**	6.0
Total	**350**	100%

Source: Compiled from primary data

Analysis 4: For the question whether preferred mode of appointment is done through promotions, out of 350 respondents 15 (i.e. 4.28%) were strongly agree, 268 (i.e. 76.57%) were agree, 42 (i.e. 12 %) were satisfied, 10 (i.e. 2.85 %) were disagree and 14 (i.e. 4.28%) were strongly disagree from the given point.

Table: 8 Preferred mode of appointment is through promotions

Preferred mode of appointment is through promotions	No. of respondents	Percentage
Strongly Agree	15	4.28
Agree	268	76.57
Satisfactory	42	12
Disagree	10	2.85
Strongly Disagree	15	4.28

Source: Compiled from primary data

Analysis 5: For the question whether internal transfer is preferred to utilize and mobilize the skills, out of 350 respondents 53 (i.e. 15.14 %) were strongly agree, 275 (i.e. 78.57%) were

agree, 7 (i.e. 2%) were satisfied, 15 (i.e. 4.28%) were disagree and none (i.e. 0%) were strongly disagree from the given point.

Table: 9 Internal transfer is preferred to utilize and mobilize the skills

Internal transfer is preferred to utilize and mobilize the skills	No. of respondents	Percentage
Strongly Agree	53	15.14 %
Agree	275	78.57 %
Satisfactory	7	2%
Disagree	15	4.28%
Strongly Disagree	0	0%

Source: Compiled from primary data

Analysis 6: For the question whether applicants undergo structured interviews before being hired, out of 350 respondents 30 (i.e. 8.57%) were strongly agree, 270 (i.e. 77.14%) were agree, 23 (i.e. 6.57%) were satisfied, 27 (i.e. 7.71%) were disagree and none (i.e. 0%) were strongly disagree from the given point.

Table: 10 Applicants undergo structured interviews before being hired

Job advertisements in newspapers are used to recruit people	No. of respondents	Percentage
Strongly Agree	30	8.57
Agree	270	77.14
Satisfactory	23	6.57
Disagree	27	7.71
Strongly Disagree	0	0

Source: Compiled from primary data

Analysis 7: For the question whether applicants undergo structured interviews before being hired, out of 350 respondents 59 (i.e. 16.85%) were strongly agree, 256 (i.e. 73.14%) were agree, 4 (i.e. 2%) were satisfied, 31 (i.e. 8.85%) were disagree and none (i.e. 0%) were strongly disagree from the given point.

Table: 11 Applicants undergo structured interviews before being hired

Applicants undergo structured interviews before being hired	No. of respondents	Percentage
Strongly Agree	59	16.85
Agree	256	73.14
Satisfactory	4	2
Disagree	31	8.85
Strongly Disagree	0	0

Source: Compiled from primary data

Analysis 8: For the question whether vacancies are filled from qualified employees who are working in the hotels, out of 350 respondents, 15 (i.e. 4.28%) were strongly agree, 308 (i.e. 88%) were agree, 10 (i.e. 2.85%) were satisfied, 17 (i.e. 4.85%) were disagree and none (i.e. 0%) were strongly disagree from the given point.

Table: 12 Vacancies are filled from qualified employees who are working in the hotels

Vacancies are filled from qualified employees who are working in the hotels	No. of respondents	Percentage
Strongly Agree	15	4.28%
Agree	308	88%
Satisfactory	10	2.85%
Disagree	17	4.85%
Strongly Disagree	0	0%

Source: Compiled from primary data

Analysis 9: For the question whether applicants are fully informed about the qualifications required to perform the job before being hired, out of 350 respondents, none of them (i.e. 0%) were strongly agree, 288 (i.e. 82.28%) were agree, 26 (i.e. 11.42%) were satisfied, 13 (i.e. 6.28%) were disagree and no one(i.e. 0%) was strongly disagree from the given point.

Table: 13 Applicants are fully informed about the qualifications required to perform the job before being hired

Applicants are fully informed about the qualifications required to perform the job before being hired	No. of respondents	Percentage
Strongly Agree	0	0%
Agree	288	82.28%
Satisfactory	40	11.42%
Disagree	22	6.28%
Strongly Disagree	0	0%

Source: Compiled from primary data

Analysis 10: For the question whether applicants are fully informed about the qualifications required to perform the job before being hired, out of 350 respondents, 4 (i.e. 1.14%) were strongly agree, 282 (i.e. 80.57%) were agree, 28 (i.e. 8%) were satisfied, 14 (i.e. 4%) were disagree and 22 (i.e. approximately 6.28%) were strongly disagree from the given point.

Table- 14 Applicants undergo a medical test before being hired

Applicants undergo a medical test before being hired	No. of respondents	Percentage
Strongly Agree	4	1.14%
Agree	282	80.57%
Satisfactory	28	8%
Disagree	14	4%
Strongly Disagree	22	6.28%

Source: Compiled from primary data

Analysis 11: For the question whether vacancies are filled by friends and family members of current employees, out of 350 respondents, none of them (i.e. 0%) were strongly agree, 76 (i.e. 21.71%) were agree, 234 (i.e. 30.57 %) were satisfied, 32 (i.e. 9.14%) were disagree and only 8 (i.e. approximately 2.28%) were strongly disagree from the given point.

Table- 15: Vacancies are filled by friends and family members of current employees

Vacancies are filled by friends and family members of current employees	No. of respondents	Percentage
Strongly Agree	0	0%
Agree	76	21.71%
Satisfactory	234	30.57 %
Disagree	32	9.14 %
Strongly Disagree	8	2.28%

Source: Compiled from primary data

Analysis 12: For the question whether recruitment officials have a thorough knowledge of personnel management, out of 350 respondents, 11 (i.e. 3.14 %) were strongly agree, 297 (i.e. 84.85%) were agree, 18 (i.e. 5.14%) were satisfied, none (i.e. 0%) was disagree and only 7 (i.e. approximately 3%) were strongly disagree from the given point.

Table- 16 Recruitment officials have a thorough knowledge of personnel management

Recruitment officials have a thorough knowledge of personnel management	No. of respondents	Percentage
Strongly Agree	11	3.14%
Agree	297	84.85%
Satisfactory	35	5.14%
Disagree	0	0 %
Strongly Disagree	7	2%

Source: Compiled from primary data

Analysis 13: For the question whether the campus recruitment brings new talent into the organization and is beneficial to the organization, out of 350 respondents, only 5 (i.e. 1.42 %)

was strongly agree, 118 (i.e. 85.14 %) were agree, only 3 (i.e. 0.85%) were satisfied, 24 (i.e. 6.85%) were disagree and only 3 (i.e. 0.85%) were strongly disagree from the given point.

Table -17: The campus recruitment brings new talent into the organization and is beneficial to the Organization

The campus recruitment brings new talent into the organization and is beneficial to the Organization	No. of respondents	Percentage
Strongly Agree	**5**	1.42%
Agree	**298**	85.14%
Satisfactory	**3**	0.85%
Disagree	**41**	6.85%
Strongly Disagree	**3**	0.85%

Source: Compiled from primary data

Recruitment and Selection Issues

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.569
Bartlett's Test of Sphericity	Approx. Chi-Square	3235.204
	df	78
	Sig.	.000

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	3.457	26.596	26.596
2	2.053	15.796	42.392
3	1.935	14.883	57.274
4	1.783	13.712	70.986
5	1.468	11.296	82.282

The 13 items on recruitment and selection were grouped in to 5 factors (HR_RS1 to HR_RS4 and HRS12). The fourth factor HR_RS4 was excluded from further analysis due to very low reliable even below 0.5. The first factor HR_RS1 houses issues such as Preferred mode of appointment is through promotions, Internal transfer is preferred to utilize and mobilize the skills, Applicants are fully informed about the qualifications required to perform the job before being hired, Applicants undergo a medical test before being hired, Recruitment officials have a thorough knowledge of personnel management, the second factor HR_RS2 houses issues such as Applicants undergo structured interviews before being hired, Vacancies are filled from qualified employees who are working in the hotels, the third factor houses issues such as Job advertisements in newspapers are used to recruit people, Vacancies are filled by friends and family members of current employee and The campus recruitment brings

new talent into the organization and is beneficial to the Organization. The last factor HRS12 houses the single issue All appointments in this organization are based on merit.

Rotated Component Matrix[a]							
	Factors					**Mean**	**Std. Dev**
	HR_RS1	**HR_RS2**	**HR_RS3**	**HR_RS4***	**HRS12**		
a) The recruitment and selection processes are impartial*				.596		2.1971	1.51723
b) Favouritism is not evident in any of the selection process*				.827		3.6714	.88154
c) All appointments in this organization are based on merit					.905	3.5114	.95073
d) Preferred mode of appointment is through promotions	.587					3.7343	.76882
e) Internal transfer is preferred to utilize and mobilize the skills	.860					4.0457	.58459
f) Job advertisements in newspapers are used to recruit people			.797			3.8714	.65824
g) Applicants undergo structured interviews before being hired.		.816				3.9800	.73172
h) Vacancies are filled from qualified employees who are working in the hotels		.887				3.9171	.50950
i) Applicants are fully informed about the qualifications required to perform the job before being hired	.919					3.7629	.55453
j) Applicants undergo a medical test before being hired	.877					3.6629	.83994
k) Vacancies are filled by friends and family members of current employees			.562			3.0800	.62827
l) Recruitment officials have a thorough knowledge of personnel management	.655					3.8714	.54382
m) The campus recruitment brings new talent into the organization and is beneficial to the Organization			.813			3.7486	.70989
Reliability Cronbach's Alpha	.864	.745	.700	.253	-		

* Factor excluded due to very low reliability.

9. Conclusion

In this research, the data obtained from employees is measured practically to match the outcome as specified in the research objective. The hospitality sector in Garhwal and Kumaun is increasing and due to the limited availability of manpower, the present and prospective employees are handled by different practices of HR department. The hospitality industry demands professional approach from the employees due to which the HR department face challenges. Lack of strategic HR Practices for employee-retention influence the staff to leave the organisation. As discussed in the research if the employees have dissatisfactory views on the impartial process of recruitment and itdemotivates the staff, as they again have a strong belief that favouritism is not a part of selection process. Promotion as a way of appointment is also a major factor in high employee retention, astheemployeeare satisfied with the HR practices that the internal transfer is preferred to utilize and mobilize the skills. This will help the employees to balance their shifting of job.

It seems satisfactory by the employees that applicants undergo through the structured interviews before being hired and it shows that vacancies are filled from qualified employees who are working in the hotels. The respondents also have a faith that applicants are fully informed about the qualifications required to perform the job before being hired, which shows that the employees are well aware about the job to be handled by them as a part of organization.

When vacancies in the organization are filled by friends and family members of current employees, it gives a somewhat satisfactory feel that there would be a bonding with colleague as new incumbents. It also shows that the recruitment officials have a thorough knowledge of personnel management and the strategic HR practices are being adopted by the employers to retain their employees. The respondents gave their satisfactory remarks for the campus recruitment which brings new talent into the organization and they think that is beneficial to the organization. It shows that the old employees are aware with the fact that proper balance of old existing employee and new employees as the unknown face through campus interview is essential to run the HR system of the hotel.

The objectives are shown in the findings and the provided statement of the respondents, shows the effectiveness of recruitment process in the retention of employees. Also the relationships between recruitment & selection process and Human Resource strategies are helpful to retain the employees.

10.   Recommendations

The researcher is aware of the limitations while doing this research and there are various recommendations which needed to mention. There is limited literature on the hospitality industry of Garhwal & Kumaun region of Uttarakhand, especially on the retention and turnover issues. The major areas which the research needs to be done are the retention level of employees in their organisation with HR practices for recruitment . In this research the researcher used the Likert scale due to which the respondents had only few option to select and they also cannot give their viewpoints which is important to know the satisfaction level regarding different variables. In the future research, someone with more time may study on the high turnover rate of the hospitality industry and why people leave the organisation early. The employers should have a sound practice for their retention factors and make the balanced policy for employees' recruitment considering the career path of existing emplpoyees.

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