

**PERFORMANCE EVALUATION OF THE LOW LEVEL EMPLOYEES IN TOURISM &
HOSPITALITY SYSTEM**

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Abstract

Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for an organization, for the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation. This research will concentrate on examine the effect of the performance appraisal on an individual as well as on the organizations. The sample size of 100 has been chosen from the north Indian states. The data used for the study is primary data collected through the help of questionnaire filled by the samples. The data was evaluated with the help of statistical tools i.e., descriptive statistics, regression, correlation, residual analysis and chi square test. The findings of the research show that there is a noticeable effect of the performance appraisal on the organization as well as on the Individual.

Keywords: Performance Appraisal, Organization, Individual, Regression, Correlation, Residual analysis, Chi square test

Introduction

The present chapter deals with the data analysis related to the objectives of the study. The chapter is presented in two parts namely descriptive statistics and inferential statistics. Descriptive statistics is used to study and understand the profile of the sample and its

environment. Inferential statistics is used to establish hypothesis and testing the relationship between the variables used in the study. Demographical variables relating to the sample are considered as independent variables and the effectiveness of training is considered as dependent variable. Each demographic variable may have a different degree of efficiency of training in hotels. The detailed analysis of the data is presented in the following pages by using the appropriate statistical techniques through the computer version of SPSS 17. Statistical inferences give some degree of clear relationship between independent and dependent variables. On the basis of the analysis effective suggestions may be drafted to improve the effectiveness of training and development in the hotel industry and thereby the service quality and customer satisfaction in the hotel industry.

Research Methodology

Descriptive Statistics

Descriptive statistical tools like percentage and frequency analysis is used to explain the demographic profile of the sample respondents in the survey. It is important because the relationship between the effectiveness of training and development programmes and other related aspects of training and development. It also gives a broad platform to draw suitable conclusions and to draft the appropriate suggestions.

Data analysis

using Percentage Analysis In the first part of descriptive analysis, the researcher presented the profile of the sample respondents, which are relevant to hotel industry and training and development in the employment. These variables help to understand the profile of the respondents and their association with the training and development practices in the hotel industry.

Gender *

Male

Female

Gender	Frequency	Percentage
Male	433	72.2
Female	167	27.8
Total	600	100

Table 4.2.1. Distribution of sample on the basis of Gender

Here the sample survey represented in the table 4.2.1, that, the illustration consists of 72.2 percent male and the outstanding 27.8 percent female working in the hotels enclosed in the sample. This point towards to facilitate the hotel industry requires more number of male employees when compared to female employees, appropriate to the environment of job concerned and the socio cultural characteristic of humanity. In the modern past the tendency has misshapen and started to employ female staff members in most of the hotels to attract the customer in a polite and respectful way of greeting and receiving. This has a direct and exact crash on the employment policies of hotels. A review is observed with the intention of the industry emergent at an average of 10 percent per year. The most important characteristic of hotel industry is to produce equal number of indirect jobs will be created and continued for a longer era than any other industry. Therefore, hotels require trained people with aptitude to enlarge big business and maintain the similar throughout customer point of reference.

Age Group *

Under 25 Years Old.

26-30 Years Old

31-35 Years Old.

36-40 Years Old.

41-45 Years Old

46 Years old and Above.

Age group	Frequency	Percentage
18-25	79	13.2

26-30	236	39.3
31-35	125	20.8
36-4-	83	13.8
41-45	77	12.8
Above 45	600	100

Table 4.2.2. Distribution of sample on the basis of Age Group

It is noted from the above table 4.2.2 that the sample consists of 74 percent of the employees within the age band of 21-50 years indicates that, the hotel industry required more productive age group of employees to engage its functions effectively and with customer orientation. It is a sensitive business in terms of quality, taste and time of service. Majority of these are intangible and difficult to estimate and understand the expectations of the customers in the said parameters. Hence, it is important to identify the skilled employees and develop them through proper training can help the industry to grow in a sustainable way. Hence, age group plays a role in the employee selection in the hotel industry.

Educational Level *

High School - 10th Standard

College Graduate - 12th Standard

Bachelors Degree

Masters Degree

Professional

Educational Qualification	Frequency	Percentage
Under 10TH	48	8.0
Under 12th	188	31.3
Bachelors	81	13.5

Masters	111	18.5
Professional	172	28.7
Total.	600	100

Table 4.2.3. Distribution of sample on the basis of Educational Stream

As of the table 4.2.3 that the 31.3 percent of the staff working in the middle and lower level jobs in hotels are commencing higher less important level of education back ground. One reason for the same may be these are the youthful and energetic age team members to instruct them and keep hold of them for engaging the functions of a hotel in a improved manner. Higher the age/ educational background the learning skills start deteriorates, this may force the industry to focus on this group. Another factor could be cost to the company. However the industry requires trained professionals, and there by it is followed by 28.7 percent of the sample is from professional back ground from the hotel industry. This gives lot of support for staff members through training for better streams of learning.

Years of Employment *

Under 2 Years

2- Less than 5 Years.

5- Less than 10 Years

10 – Less than 15

15 and above.

Experience	Frequency	Percentage
Below 2 Years	136	22.7
2-5 Years	218	36.3
5-10 Years	68	11.3
10 -15 Years	87	14.5
More than 15	91	15.2

Total	600	100
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Distribution of sample on the basis of Experience

It is noted from the table above that 36.3 percent and 22.7 percent of the employees are belongs to 5-10 years experience group and less than five years experience group respectively. It indicates that hotel industry have grown leaps and bounds from the last ten years when compared to the other periods. It indicates the potential of hotel industry and to hotels in Chennai city. It is due to huge migrated crowd increasing in the city. In addition, the life style of the city slowly changing from independent kitchen setup to hotel and packed food kitchen setup. It is yet another reason for growing business and employees in the hotel industry. In this section, researcher presented the profile of the hotels, where the data is collected and this can help in understanding the training and development climate and practices adopted and attitude of employee's different kinds of hotels towards training and development

Result Analysis & Conclusion

Findings of the inferential analysis

1. Since p value is less than 0.001, the analysis , There is no significant difference between the different educational qualification groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, methods of performance appraisal in hotel industry is discarded at 1% stage of consequence. For this reason, it is inferred that, There is a highly important difference connecting the different educational qualification groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, methods of performance appraisal in hotel industry.

Conclusion:- Hence, it is inferred that, there is a highly significant difference between the male and female with regard to training development and performance evolution Practices Climate in Hotel industry, Training and performance practices followed in hotel industry, Factors

influencing practices Practices in Hotel industry, Training need assessment techniques used in hotel industry, Training methods used in hotel industry, Benefits of training/ impact/ effectiveness experienced by the hotel industry, Sources of learning during training, Methods of performance appraisal used in hotel industry.

Suggestion & Recommendation: - Suggestions to improve the performance practices and effectiveness in hotel industry. Based on the mean value, it is found that the high level of concern for training and development dimensions is found among male when compared to female in the sample survey. It may be due to majority of the employees in hotel industry are male and the results may be reflected in the same pattern. So at work place there it should not be happen on the basis on gender.

2. There is a highly significant difference between the employee attended training for performance and not attended training with regard to Training Practices Climate in Hotel industry, Training session practices followed in hotel industry, Factors influencing Training Practices in Hotel industry, Training gives Motivation and also the need assessment techniques used in hotel industry, performance evaluation methods used in hotel industry,

Conclusion: - Benefits of motivation effectiveness experienced by the hotel industry, Sources of learning during motivation, and Methods of performance appraisal used in hotel industry. Based on the mean value, high level of concern is observed on various dimensions of motivation and development among the employees attended motivation in hotel industry. It is due to the level of understanding gained through the motivation programmes offered by the hotel industry. Thus it is necessary to arrange regular Training, Development, Motivation and performance evaluation session.

Suggestion & Recommendation:- HR need to arrange regular training session hotel and also arrange appraisal session for motivation. Employees

3. The analysis , there is no significant difference between the hotels having motivation department and not having motivation department with regard to T&D Practices Climate in Hotel industry, T&D practices followed in hotel industry, Factors influencing T&D Practices in Hotel industry, learning preparation. require appraisal methods used in hotel industry, Motivation process used in hotel industry,

Conclusion: - Benefits of motivation/impact/effectiveness experienced by the hotel industry, Sources of learning during motivation, and Methods of performance appraisal used in hotel industry .

Suggestion & Recommendation: - Need regular appraisal to all hotel staff and according to performance give appraisal and that is the motivation.

4. There is a highly significant difference between the age groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, methods of performance appraisal .

Conclusion: - Different age group need different types of training and motivation techniques and way. Young age employee need different way of training and motivation for performance and old age need different. So HR need to arrange different counselling for different age group.

Suggestion & Recommendation:- suggestions to improve the impact of motivation and development through different age group on employee's presentation in hotel industry.

5. Since p value is less than 0.001, the analysis , There is no significant difference between the different educational qualification groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, methods of performance appraisal in hotel industry is discarded at 1% stage of consequence. For this reason, it is inferred that, There is a highly important difference connecting the different educational qualification groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, methods of performance appraisal in hotel industry.

Conclusion:- Education level doesn't effect on motivation, training and performance appraisal. All educational level of people wants training motivation and development climate in organization.

Suggestion & Recommendation:- Training motivation and appraisal need for all level of employees.

6. In view of the fact that p rate is less than 0.001, the analysis, Here no significant difference between the perceptions of employees working in different levels of management with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, and sources of learning, methods of performance appraisal of hotel industry is rejected at 1% level of significance.

Conclusion:- All different level of management or employees who is working at different level need same level of motivation and training .

Suggestion & Recommendation:- Motivation and training need for all.

7. There is a highly significant difference between different experience groups with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, and methods of performance appraisal on the employee performance of hotel industry.

Conclusion: - All experience and non experience level employees need same level of motivation and training skills.

Suggestion & Recommendation:- For best performance and result need all experience level of employees training and motivation.

8. In view of the fact that p rate is less than 0.001, the review, There is no significant difference between the different motivation practice followers with regard to motivation and development climate, motivation and development practices followed, factors influencing motivation and development,

Conclusion:- motivation need assessment techniques used, motivation methods used, impact of motivation on the performance, sources of learning, methods of performance appraisal and suggestions to improve the collision of motivation and development on employee presentation of hotel industry.

Suggestion & Recommendation:- Need effective motivation techniques.

9. The correlation between the motivation and development climate and motivation and development practices followed, factors influencing motivation and development, motivation need assessment techniques used, motivation methods used, sources of learning, methods of performance appraisal, impact of motivation on the employee performance is found positive at 44.9%, 68.6%, 70.6%, 69.4%, 44.9%, 64.5% and 60.9% respectively and correlations are significant at 1% level.

Conclusion:- Source of learning and motivation techniques is also an important part of motivation.

Suggestion & Recommendation:-Used different types of motivation and training techniques for different purpose and place.

10. The Dimensions of impact of motivation and development on employee's presentation consists 15 variables therefore the data reduction is done through the application of factor analysis by principal component method and the results shows that motivation impacts the individual employee growth and development in multidimensional ways. The dimensions of impact observed are creativity, career advancement, earning, professional, skill development and personality of an employee.

Conclusion:- Motivation and training should be multidimensional and should be consider all aspect.

Suggestion & Recommendation:- All aspect should be consider in training and motivation.

11. The nine factors emerged indicating the motivation and development environment and climate in the hotel industry indicates the favorable climate and the benefits out of motivation seems to be good and required for the employee performance and growth and expansion of the hotels in the elongated sprint.

Conclusion:- The various dimensions in which the factors focused are awareness on the importance of the programme and contents, comfort factors, goal factors, accommodative factors, learning and implementation, quality, equity, supportive and corrective factors. This

indicates that a holistic approach of motivation and development is followed in the hotel industry.

Suggestion & Recommendation:- Include various dimension in training .

12. Based on the grouping of variables, it is identified that both internal and external factors are affecting the learning exercise taught inside hospitality sectors and its impact on the employee performance surrounded by the hotels in the illustration. The factor names are identified and fixed appropriately

Conclusion:- The factors emerged are broadly classified into two categories as internal factors and external factors. In each of the Factor there are some dimensions of issues are emerged. They are as follows. The internal factors include, control factors, optimization factors and improvement factors. The external factors indicating the dimensions of segment factors, market factors and competition factors.

Suggestion & Recommendation :- Consider all factors at the time of training and motivation.

13. Based on the grouping and analysis, it is found that, the items are grouped in such a way that, tools are used to assess the need for motivation in a systematic way. The list of factors emerged are Recommended factor, analytical factor, group factor, organizational factor, Literature factor and discussion factor

Conclusion:- Each one of the factor is loaded with the unique tools used in motivation need analysis and adopted to identify and give the right type of motivation to right employee in the hotel industry. This scientific way of analyzing the motivation needs can give lot of scope for growth and development of individual employees and the hotel as an organization.

Suggestion & Recommendation:- Use scientific way to motivate and trained the employees.

14. Here we find the high significant association connecting learning and development policy practice and the degree of impact of motivation among the clusters in the sample. It indicates that, high level of impact is observed among the compulsory and recommended motivation policy adopted hotels when compared to others in the sample. Hence, motivation policy has a close association with the degree of collision of the learning and professional growth among the employees in the hotel industry.

Conclusion:- It's found that in which hotel there are regular motivation and training scheduled that employees performance more to others.

Suggestion & Recommendation: Regular training and motivation need for all.

15. There is no association between existence of motivation department and the degree of impact of motivation observed among the sample respondents. It clears that the mere existence of motivation department may not serve the purpose and active working and conducting the various motivation programmes based on the need is more important in the industry.

Conclusion:- Training and motivation need base on need. Need motivation and training according to technology and work culture.

Suggestion & Recommendation:- Changes and updating need in training and motivation.

16. There is an association between type of hotel and the degree of impact of motivation observed among the sample respondents. According to count, we understand so as to the impact of motivation is more among the business class hotel.

Conclusion:- Motivation and training is more effective in business class or can say in organized hotel.

Suggestion & Recommendation:- Organized hotel is more than better to unorganized hotel.

17. There is no association between motivation attendance status and the degree of impact of motivation observed among the sample respondents. It indicates the nominal role of individual attendance status on the collision of motivation and development on the employee's presentation and development in the hospitality sectors.

Conclusion:- It's found that who attended regular motivation and training class they performer more to others.

Suggestion & Recommendation :- Regular training and motivation for all.

18. There is no association between experience and the degree of impact of motivation observed among the sample respondents. According to count observed, primarily noted with the aim of, high degree motivation impact is experiential between employees with 5-10 years of experience when compared to others in the sample.

Conclusion:- It indicates that the motivation has greater impact on the employees in the middle level of management and aspiring for the further growth and development in the career.

Suggestion & Recommendation:- All experience level employee need regular training and motivation.

19. Discriminate analysis is used to distinguish between the employees who have attended the motivation and not attended based on the degree of impact or benefit of motivation perceived and the most important results are presented below.

Conclusion:- Found that who attended regular motivation and training class is more satisfied rather than who don't attend motivation class.

Suggestion & Recommendation:- Training and motivation is compulsory for all.

20. High degree of impact on the motivation on the employee's growth and development in the dimension of higher wages through smart work, improved social skills, and career advancement is observed. Moderate and significant degree of impact of motivation is observed on the employee growth and development in the dimensions of improved language, improved job mobility, and individual competitiveness in the order of priority and Considerable degree of impact of motivation is observed on the employee growth and development in the dimensions of managerial skills, technical skills, decision making and problem solving,

Conclusion :- level of education, innovating thinking, ethical behaviour, productivity, professional expertise and the progress in the improvement of level of education. And level of education specially skill education is the important platform to get productivity.

Suggestion & Recommendation:- Skill development is more important and HR should keep in mind that give timely training about skills.

21. Motivation and development has a multidimensional impact on the growth and development of the employees in the hotel industry. The degree of impact may be varying from dimension to dimension and from time to time.

Conclusion: - However motivation is indispensable tool to improve the employee's skill, efficiency, productivity, professionalism and performance over a period of time.

Suggestion & Recommendation:- Use different types of tools to increase skills and productivity.

22. The classification table shows the practical results of using the Discriminant model. Of the cases used to create the model, 273 of the 426 employees attended the motivation in the sample from hotel industry (64.1%) had the significant degree of impact of motivation on the overall growth and development of the employees. Overall, 63% of the employees felt the positive impact of motivation and development programmes in personal and professional development of the employees in the sample.

Conclusion:- Different types of practical methods used for motivation , training and development is more effective rather than theory.

Suggestion & Recommendation:- Use role play, video, and other visibale methods to give training.

23. The coefficient of perception values 0.241 and 0.372 represents the moderate level of effect of Motivation and development methods used and sources of learning in motivation on the employee skill development in hotel industry, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Impact of motivation would increase by 0.241 and 0.372 for every unit increase in Motivation and development methods used and sources of learning in motivation on the employee skill development in hotel industry and this coefficient values are highly significant at 1% level.

Conclusion: - Source of learning and training method for motivation is also a key factors in motivation

Suggestion & Recommendation :- Use different types of source of learning.

24. The coefficient of perception is 0.168 represents the partial effect of motivation and development climate on methods used in the hospitality industry, holding the other variables as constant.

Conclusion:- Motivational climate and atmosphere helps to increase performance of employee.

Suggestion & Recommendation:- Regular monitoring is essential of performance appraisal in employee.

25. The coefficient of perception 0.077 and 0.123 represents the nominal and partial effect of performance evaluation techniques and methods of appraisal on the motivation and development methods used in the hotel industry, holding the other variables as constant. The estimated positive sign implies that such effect is positive that motivation and development methods would increase by 0.077 and 0.123 for every unit increase in performance evaluation techniques and methods of appraisal and the coefficient values is significant and highly significant at 5% and 1% level respectively.

Conclusion:- Result came that performance appraisal increase the performance of employee. So training development and other related practices should be place in regular basis.

Suggestion & Recommendation:- Performance appraisal is the key of motivation and HR should keep this in regular basis.

26. The co-efficient values of perceptions 0.061, 0.104, and 0.092 represent the partial and nominal effect of Motivation and development climate, T&D Practices, Factors influencing T&D Practices on sources of learning in motivation in the hotel industry, holding the other variables as constant.

Conclusion:- Many different practices of motivational work effects in different ways. So use all motivational work on different time and platform.

Suggestion & Recommendation: - Use all types of motivational work in industry.

27. The co-efficient values of perceptions 0.044 and 0.066 represent the nominal impact of Performance evaluation techniques used and methods of appraisal on Sources of learning in Motivation, holding the other variables constant.

Conclusion:- Motivation is the key of performance. So used motivational methods and techniques in hospitality industry.

Suggestion & Recommendation:- Use different types of motivational practices in industry on regular basis.

28. The coefficient 0.115, 0.224.; 0.132 represents the significant effect of X1, X6 and X7 variables(motivation and development climate, learning resources in motivation and Methods of performance appraisal) impact of motivation on the employee performance as constant. The

estimated positive sign implies that such effect is positive that adjustment score would give a cumulative increase by 0.4611 for every unit increase in employee performance and this coefficient value is not significant at 1% level. Similarly for the independent variables motivation need assessment techniques and motivation methods used has nominal and negative impact is observed with co efficient values are at 5% level of significance. On the other hand, it is noted that, for the independent variables, Motivation and development practices followed and the factors influencing the motivation and development represents partial effect on the employee performance and is not significant at 5% level of significance.

Conclusion:- In all condition its found that motivation , training and motivational practices effect of employees work. There is similar impact found on employee performance of training and motivation in different different tools analysis.

Suggestion & Recommendation:- It s prescribed to HR that training and other motivational practices should be on regular basis.

Scope for future research

Since this research work is done to find significance and impact of motivation, development, Supervisors relation with employee, salary etc on hotel industry low level employees as a whole, similar research work may be done country wise and in other areas of tourism industry of which hotel industry is a small part. Similarly, impact of all thesis things on employee's performance of a particular class of employees, or level of management and cross comparison of different kinds of hotels can be an additional value addition to the existing literature. Today the culture of fast foods, packed and door delivery hotels becomes part of urban life and in that maximum worker comes of lower level. The importance of motivation and development , supervisors relation, salary, work culture in this class of hotels and the impact of all these things on employee's performance of this class of hotels can be a real time help for the new entrants to pick up and plan for the motivation , development, motivation and other things can do better in the industry with good level of service quality. On the other hand tourism hotel, Motels, Resort also grooming in the urban areas and servicing the customers in the sample area. In such cases the activities like employee motivation, motivation, development, welfare, and other motivational activity can be include. The kind of concept of a hotel in these cases is entirely different. A

similar study can be initiated in such hotels and the suggestions for the low level employee development can give additional mileage to the industry and to the potential entrepreneurs in the field.

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