

ANNEXURE I

**HUMAN RESOURCE MANAGEMENT PRACTICES IN
HOTEL INDUSTRY IN KERALA**

Interview Schedule for Employees

1. Sampling Details

- 1.1 Sl. No
- 1.2 Zone 1.North 2.Central 3.South
- 1.3 Type of organization
1. Sole proprietorship 2.Partnership 3. Limited Company 4.Group / Chain 5.KTDC
- 1.4 Star category 1.3 star 2. 4 star 3.5 star /deluxe

2. Personal Details

- 2.1 Name
- 2.2 Age
- 2.3 Education
1. ITI/ Technical 2. Below SSLC 3. SSLC 4. Diploma in hotel management 5. Degree in hotel Management 6. Other Degree 7. PG in hotel industry 8. PG in other areas
- 2.4 Nature of Employment : 1. Permanent 2. Part time 3. Seasonal/ Casual
- 2.5 Experience in hotel industry (years)
1. Below 5 2. 5 to 10 3. 10 to 20 4. Above 20
- 2.6 Years of service in this organization (years)
1. Below 5 2. 5 to 10 3. 10 to 20 4. Above 20
- 2.7 Working department
1. Front office 2. Accounts 3. F&B production 4. Training 5. F&B service 6. Personnel 7. Mechanical/ Electrical 8. Marketing/ Security

3. Recruitment and Selection

3.1 I am recruited through 1.Internal 2.External

3.1(a) If internal mode

1. Recommendation 2. Conversion of Part-time to full time
3. Notice board 4. Labour Union

3.1(b) If external mode

1. Newspaper Recruiting 2. Notice board 3. Universities
4. Internet 5. Agencies

3.2 I am fully aware of the nature and responsibilities of the job at the time of submission of application 1* 2* 3* 4* 5*

3.3 I am fully aware of the monetary packages at the time of submission of application 1 2 3 4 5

3.4 I am fully aware of non monetary packages at the time of submission of application 1 2 3 4 5

3.5 I am fully aware of the promotion and career advancement opportunities at the time of submission of application 1 2 3 4 5

3.6 The recruitment policy in our organization is effective 1 2 3 4 5

3.7 Which type of tests are gone through at the time of interview

1. Trade test 2. Aptitude test 3. Personality test
4. IQ Test 5. Language test

3.8 Which type of Interview is followed in your appointment

1. One to one interview 2. Two or More interview 3. More than one interview

3.9 While selection, which criteria has given preference

1. Educational qualification 2. Training 3. Personality
4. Experience

3.10 There is an efficient reference checking system in your organization 1 2 3 4 5

*1. Fully agree 2. Partly agree 3. Nether Agree Nor Disagree 4. Disagree 5. Highly Disagree

3.11	The selection procedure followed in the organization is fair and equitable	1	2	3	4	5
3.12	The selection system followed in your organization are highly scientific	1	2	3	4	5
3.13	In your organization HR managers participate In selection process	1	2	3	4	5
3.15	Selection system in your organization is Capable enough to selects the desired candidates.	1	2	3	4	5
4.	Training and Development					
4.1	Everyone selected for the job need not to pass through training.	1	2	3	4	5
4.2	Our organization conducts extensive training programmes for the employees on all aspects	1	2	3	4	5
4.3	Employees in each job have the need to go Through training Programme every year	1	2	3	4	5
4.4	Training need are identified through formal performance appraisal system	1	2	3	4	5
4.5	The managers involved in identifying the Training needs of the employees	1	2	3	4	5
4.6	The nomination for the training is just and equitable	1	2	3	4	5
4.7	Training given to me is relevant to my job	1	2	3	4	5
4.8	The training faculty has rich potential and is drawn from operational areas	1	2	3	4	5
4.9	Updated reading materials are supplied during the training period	1	2	3	4	5
4.10	I am satisfied with the quality of training	1	2	3	4	5
4.11	After training employees have opportunities to experiment what they have learnt	1	2	3	4	5
4.12	Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees	1	2	3	4	5
4.13	There exist a regular employees performance appraisal system	1	2	3	4	5

4.14	Performance of the employees are measured On the basis of objective quantifiable results	1	2	3	4	5
4.15	Employees are provided performance based feedback and counseling	1	2	3	4	5
4.16	The appraisal data is used for making decisions like job rotation, promotion and compensation	1	2	3	4	5
4.17	Employees have faith in the performance Appraisal system	1	2	3	4	5

5. Compensation

5.1	In our organization salary and other benefits are comparable to the market.	1	2	3	4	5
5.2	In our organization compensation is based On the competency or ability of the employee	1	2	3	4	5
5.3	Our company has a good compensation Package based on qualification and experience.	1	2	3	4	5
5.4	I am satisfied with my present salary and other benefits/monetary rewards allowed by the company.	1	2	3	4	5
5.5	Our company provides reasonably good canteen, recreation and transportation facilities to its employees free of cost/ subsidized rate.	1	2	3	4	5
5.6	Our company provides health protection scheme, Medl. Insurance, Medl. Reimbursement and Medl. Leave to its employees.	1	2	3	4	5
5.7	Our company provides benefits like EPF, ESI, gratuity etc, as per the statutory requirements.	1	2	3	4	5
5.8	Working conditions, , lighting and ventilations in the company are comfortable / reasonably good	1	2	3	4	5

6 Job Satisfaction

6.1	The work I am doing is repetitive and monotonous	1	2	3	4	5
6.2	The timing of work which are followed in the are not suitable to me	1	2	3	4	5
6.3	The pay packages allowed by the company are not fully company matching with the work load/ working hours.	1	2	3	4	5

6.4	Desire to continue in an organisation is not an indication of job satisfaction	1	2	3	4	5
6.5	A number of professionals in my company are leaving the company within 2 or 3 years of their date of joining	1	2	3	4	5
6.6	I usually experience occupational stress and strain in my Work	1	2	3	4	5
6.7	The grievance redressal procedure prescribed in the company is well prepared.	1	2	3	4	5
6.8	My employment gave me all facilities but no status	1	2	3	4	5
6.9	My fellow workers are very helpful in my work	1	2	3	4	5
6.10	People less educated than me get more pay	1	2	3	4	5
6.11	I do not see many opportunities of progress in this job	1	2	3	4	5
6.12	I always suffer with the feeling that I may lose my job	1	2	3	4	5
6.13	I don't get recognition for good work	1	2	3	4	5
6.14	I get little co-operation from the guests in my work	1	2	3	4	5
6.15	I am not able to maintain proper balance between Employee work life and family life	1	2	3	4	5
6.16	The company is assessing job satisfaction of s periodically.	1	2	3	4	5
6.17	Individuals in this organization have clear career paths	1	2	3	4	5
6.18	Our organization has good plan for the career growth of employees	1	2	3	4	5

ANNEXURE II

HUMAN RESOURCE MANAGEMENT PRACTICES IN HOTEL INDUSTRY IN KERALA

Interview Schedule for Management Personnel

1. Sampling Details

1.1	Sl. No	<input type="text"/>	<input type="text"/>	<input type="text"/>		
1.2	Zone	1.North	2.Central	3.South	<input type="text"/>	
1.3	Type of organization					
1.	Sole proprietorship	2.Partnership	3. Limited company	4.Group/ / Chain	5.KTDC	<input type="text"/>
1.4	Star category	1.3 star	2. 4 star	3.5 star /deluxe		<input type="text"/>

2 Organizational Details

2.1	Number of workers employed					
	1.Permanent	2. Part time	3. Seasonal/casual			<input type="text"/>
2.2	Number of Rooms					
	1.Suit	2. Double A/c	3. Double non A/c	4.Single A/c		<input type="text"/>
	5.Single non A/c					
2.3	Average occupancy (%)					
	1.Suit	2. Double A/c	3. Double non A/c	4.Single A/c		<input type="text"/>
	5.Single non A/c					
2.4	Department Functioning					
	1. Front office	2.Accounts	3.F&B production	4.Training		
	5. F&B service	6. Personnel	7.Mechanical/ Electrical	8. Marketing/ Security		<input type="text"/>

3. Recruitment and selection

3.1	Sources of Recruitment	1.Internal	2.External	<input type="text"/>
3.1(a)	If internal mode			
	1. Recommendation	2.Conversion of Part-time to full time		
	3. Notice board	4.Labour Union	<input type="text"/>	

3.1(b) If external mode

1. Newspaper Recruiting 2. Notice board 3. Universities
4. Internet 5. Agencies

3.2 Employees fully aware of the nature and responsibilities of the job at the time of submission of application 1* 2* 3* 4* 5*

3.3 Employees fully aware of the monetary packages at the time of submission of application 1 2 3 4 5

3.4 Employees fully aware of non monetary packages at the time of submission of application 1 2 3 4 5

3.5 Employees aware of the promotion and career advancement opportunities at the time of submission of application 1 2 3 4 5

3.6 The recruitment policy in our organization is effective 1 2 3 4 5

3.7 Which type of tests are gone through at the time of interview

1. Trade test 2. Aptitude test 3. Personality test
4. IQ Test 5. Language test

3.8 Which type of Interview is followed in appointment

1. One to one interview 2. Two or More interviews 3. More than one interview

3.9 While selection, which criteria has given preference

1. Educational qualification 2. Training 3. Personality
4. Experience

3.10 There is an efficient reference checking system in your organization 1 2 3 4 5

3.11 The selection procedure followed in the organization is fair and equitable 1 2 3 4 5

3.12 The selection system followed in the organization are highly scientific 1 2 3 4 5

- *1. Fully agree 2. Partly agree 3. Nether Agree Nor Disagree 4. Disagree 5. Highly Disagree

3.13	In the organization HR managers participate in selection Process	1	2	3	4	5
3.15	Selection system in the organization is capable selects the desired candidates.	1	2	3	4	5
4.	Training and Development					
4.1	Everyone selected for the job need not to pass through training.	1	2	3	4	5
4.2	Our organization conducts extensive training programmes for the employees on all aspects	1	2	3	4	5
4.3	Employees in each job have the need to go through training Programme every year	1	2	3	4	5
4.4	Training need are identified through formal performance appraisal system	1	2	3	4	5
4.5	The managers involved in identifying the training needs of the employees	1	2	3	4	5
4.6	The nomination for the training is just and equitable	1	2	3	4	5
4.7	Training given to are relevant to their job	1	2	3	4	5
4.8	The training faculty has rich potential and is drawn from operational areas	1	2	3	4	5
4.9	Updated reading materials are supplied during the training period	1	2	3	4	5
4.10	Employees are satisfied with the quality to of training	1	2	3	4	5
4.11	After training employees have opportunities experiment what they have learnt	1	2	3	4	5
4.12	Top management is willing to invest a considerable part of their time and resources to ensure the development of the employees	1	2	3	4	5
4.13	There exist a regular employees performance appraisal system	1	2	3	4	5
4.14	Performance of the employees are measured on the basis of objective quantifiable results	1	2	3	4	5
4.15	Employees are provided performance based feedback and counseling	1	2	3	4	5
4.16	The appraisal data is used for making decisions like job rotation, promotion and compensation	1	2	3	4	5

4.17	Employees have faith in the performance appraisal system	1	2	3	4	5
------	--	---	---	---	---	---

5. Compensation

5.1	In the organization salary and other benefits are comparable to the market.	1	2	3	4	5
-----	---	---	---	---	---	---

5.2	In the organization compensation is based on the competency or ability of the employee	1	2	3	4	5
-----	--	---	---	---	---	---

5.3	The company has a good compensation package based on qualification and experience.	1	2	3	4	5
-----	--	---	---	---	---	---

5.4	I am satisfied with my present salary and other benefits/monetary rewards allowed by the company	1	2	3	4	5
-----	--	---	---	---	---	---

5.5	The company provides reasonably good canteen recreation and transportation facilities to its employees free of cost/ subsidized rate.	1	2	3	4	5
-----	---	---	---	---	---	---

5.6	The company provides health protection, scheme Medl. Insurance, Medl. Reimbursement and Medl. Leave to its employees.	1	2	3	4	5
-----	---	---	---	---	---	---

5.7	The company provides benefits like EPF, ESI gratuity etc as per the statutory requirements.	1	2	3	4	5
-----	---	---	---	---	---	---

5.8	Working conditions, , lighting and ventilations in the company are comfortable / reasonably good	1	2	3	4	5
-----	--	---	---	---	---	---

6 Job Satisfaction

6.1	The employees often complain that the work is repetitive and monotonous	1	2	3	4	5
-----	---	---	---	---	---	---

6.2	The employees often complain about timing of work	1	2	3	4	5
-----	---	---	---	---	---	---

6.3	The pay packages allowed by the company are not fully matching with the work load/working hours.	1	2	3	4	5
-----	--	---	---	---	---	---

6.4	Desire to continue in an organisation is not an indication of job satisfaction	1	2	3	4	5
-----	--	---	---	---	---	---

6.5	A number of professionals in my company are leaving the company within 2 or 3 years of their date of joining	1	2	3	4	5
-----	--	---	---	---	---	---

6.6	Employees experience occupational stress and strain in my Work	1	2	3	4	5
-----	--	---	---	---	---	---

6.7	The grievance redressal procedure prescribed in the company is well prepared.	1	2	3	4	5
6.8	The employment gave the employee all facilities but no status	1	2	3	4	5
6.9	There is good co-operation among workers	1	2	3	4	5
6.10	People less educated than me get more pay in other industries	1	2	3	4	5
6.11	Employees do not see many opportunities of progress in this job	1	2	3	4	5
6.12	Employees always suffer with the feeling lose of job	1	2	3	4	5
6.13	Employees don't get recognition for good work	1	2	3	4	5
6.14	Employees get little co-operation from the guests in my work	1	2	3	4	5
6.15	Employees are not able to maintain proper balance between work life and family life	1	2	3	4	5
6.16	The company is assessing job satisfaction of employees periodically.	1	2	3	4	5
6.17	Individuals in this organization have clear career paths	1	2	3	4	5
6.18	The organization has good plan for the career growth of employees	1	2	3	4	5