

NEXUS BETWEEN MODERN HRM IN HOTELS: AN AMBIDEXTERITY PERCEPTION OF EFFICIENCY AND TRAINING IN INDIA

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ABSTRACT

This study explores the impact of training practices on employee satisfaction, commitment, and retention in the Indian hotel industry. It uses secondary data from various sources, such as journal articles and reports, to analyze the relationship between Human Resource Management (HRM) practices and employee outcomes. The research finds that effective training programs significantly improve employee performance, foster loyalty, and reduce turnover. It also highlights the importance of compensation, career development, and employer branding in enhancing employee retention. The study suggests that hotels should focus on continuous training and alignment of HRM practices with employee expectations to ensure growth and customer satisfaction. A bibliometric analysis of HRM practices and training also presented by using Web of Science repository in this research study.

Keywords: Employee Retention, Training and Development, Employee Satisfaction, Hospitality Industry.

Introduction

The hospitality industry, characterized by its dynamic and customer-focused nature, heavily relies on a skilled and motivated workforce to deliver exceptional service. Human Resource Management (HRM) practices play a pivotal role in ensuring the success and sustainability of hotels by fostering employee retention and enhancing workforce capabilities. In an industry where service quality is directly linked to customer satisfaction, training and development programs are essential for equipping employees with the skills to meet diverse guest needs. Simultaneously, retaining talented staff is critical to minimizing operational disruptions, reducing recruitment costs, and maintaining service consistency. However, the hospitality sector often faces high employee turnover rates due to demanding work conditions, irregular hours, and limited career growth opportunities. The hotel industry is a cornerstone of India's economy, directly employing over 20 million people and accounting for 8.9% of the national workforce. It contributes more than 4% to the country's Gross National Product (GNP) (Kumar, 2008; Ministry of Tourism, 2008). A critical aspect of sustaining this growth and maintaining competitiveness lies in effective human resource management (HRM). Training plays a pivotal role, in equipping employees with essential skills to meet organizational and customer expectations (Dessler, 2004).

Statement of Problem

The hospitality industry faces persistent challenges in employee retention and satisfaction, primarily due to demanding work conditions, irregular hours, and limited career advancement opportunities. Despite the critical role of HRM practices like training, compensation, and career development in enhancing service quality and reducing turnover, many hotels struggle to effectively implement these strategies. This results in high attrition rates, inconsistent service delivery, and increased operational costs, jeopardizing organizational performance and customer satisfaction.

Literature Review

Abed (2024) ,This research highlights that employees who perceive tangible benefits from their jobs exhibit higher levels of satisfaction, engagement, and loyalty to their employers. Motivated employees are more likely to exceed their responsibilities and build stronger emotional connections with guests. This proactive approach not only enhances guest satisfaction but also fosters loyalty, benefiting the organization through improved customer retention and reputation.

Adeyefa, A., Adedipe, A., Adebayo, I., &Adesuyan, A. (2023), This study investigated employee retention in the hotel sector by analyzing the impact of green HRM (GHRM) practices using Structural Equation Modeling (SEM) and Relative Importance Index (RII). Data were collected from low-level hotel employees with at least one year of experience in green-practicing hotels in Nigeria. Findings revealed that Green Recruitment and Selection (GRS) had the highest RII for enhancing employee retention, while SEM showed a significant positive influence on most variables except Green Performance Review (GPR). The study highlights GRS as the most effective GHRM policy and introduces a novel SEM-RII framework for analyzing GHRM practices, contributing valuable insights to HRM research and practice.

Naung, M. N. N. M. S., & Aung, M. T. (2022),This study examines the impact of HRM practices on job satisfaction and employee retention in hotels. Using a sample of 160 responses from employees in 3-star, 4-star, and 5-star hotels, the research identifies five key HR practices: recruitment and selection, training and development, performance appraisal, compensation and reward, and employee participation. The results reveal a positive correlation between HRM practices and job satisfaction, with training and development, as well as compensation and reward, showing the strongest impact. Multiple regression analysis confirms that these practices indirectly enhance employee retention by improving job satisfaction.

Davern, D. (2021),The Irish hotel industry faces notable challenges in attracting and retaining skilled employees, largely due to a weak employer brand image and the absence of strategic talent management. As a vital contributor to the national economy, the sector's success hinges on its ability to deliver exceptional customer experiences, which depend on a skilled and diverse workforce. This study underlines the importance of integrating innovative employer branding with talent management strategies to meet the demands of a multigenerational workforce and improve employee retention.Larger international hotel chains in Ireland serve as examples, showcasing the successful implementation of these strategies, while smaller independent hotels are encouraged to adopt and adapt such practices to remain competitive.

Chamoli, V. (2019),This study found that training practices significantly influence employee satisfaction, commitment, and retention. Effective training programs are associated with higher employee fulfillment, stronger dedication, and reduced turnover rates. In this research paper, it is mentioned that evidence from previous research confirms that organizations investing in training experience lower staff turnover and decreased intentions to leave. The findings recommend that hotels in Chandigarh prioritize continuous employee development through HR practices.

Bibi, P., Ahmad, A., & Majid, A. H. (2018),This study explored the impact of compensation, training, and performance appraisal on employee retention among Malaysian hotel employees. The findings showed a significant positive link between compensation and retention, aligning with prior research (e.g., Nawab & Bhatti, 2011; Saeed et al., 2013). Proper compensation packages and management's care for employees were found to enhance retention (Williams & Dreher, 1992).

Sitati (2017),This research focuses on variables such as remuneration, job promotion, employee recognition, and retention. The findings indicate that employee retention improves significantly with increased career development opportunities. Similar trends are observed with remuneration and job

promotions, as both factors positively influence retention. The study concludes that enhancing these variables leads to higher employee satisfaction and loyalty, thereby addressing retention challenges effectively.

Dhar, R. L. (2015) Dhar conducted a study involving 494 employees from small and medium-sized tourist hotels in Uttarakhand, India, using structural equation modeling to explore the impact of training on service quality. The findings reveal that training programs are instrumental in enhancing employee service quality. This research underscores the importance of targeted training initiatives to align employee capabilities with organizational goals, thereby improving service delivery and customer satisfaction.

Dilshad, W. B., & Bashir, R. (2013) The findings indicate that non-profit organizations in Karachi, Pakistan, are neglecting key HR practices such as training, performance management, employee participation, empowerment, compensation, benefits, and promotion. This lack of focus has resulted in significant employee dissatisfaction and low motivation levels.

Chand, M. (2010) This study explores the relationship between human resource management (HRM) practices and service quality in the Indian hotel industry by examining HRM and SERVQUAL variables. The internal reliability of the measures was tested using Cronbach's Alpha, with results exceeding 0.80 for all variables, indicating high reliability. The findings demonstrate that robust HRM practices significantly enhance service quality, customer satisfaction, and organizational performance. The study emphasizes the critical role of HR-driven initiatives, such as fostering employee responsiveness and promoting inter-departmental learning, in achieving guest satisfaction and profitability. It concludes that relational and operational capabilities, underpinned by strong HRM practices, can lead to high returns in competitive markets. The research reinforces the positive link between HRM practices and improved hotel performance, highlighting HR's pivotal role in driving customer-centric services.

Research Gap

While existing studies emphasize the importance of HRM practices in employee retention and service quality, gaps remain in understanding their nuanced impact within the Indian hospitality sector. Limited research exists on how specific practices like training and employer branding can address the unique challenges of this industry. Moreover, most studies focus on quantitative analysis, leaving room for interpretative approaches to explore employee perceptions of HRM practices. Additionally, the integration of technological advancements in HRM, such as AI and automation, is underexplored in the context of Indian hotels. Addressing these gaps can provide actionable insights for fostering workforce efficiency and sustainable growth.

Objective

The main objective of this paper is to find out the impact of training practices on employee satisfaction, commitment and retention in the Hotel industry.

Hypotheses

Null Hypothesis (H0): Providing training for employees is not related to higher employee satisfaction, employee commitment and employee retention in the Hotel industry.

Alternative Hypothesis (H1): Providing training for employees is positively related to higher employee satisfaction, employee commitment and employee retention in the Hotel industry.

Methodology

This research paper is based on previous literatures, secondary data and it is a descriptive research including journal articles, reports, and case studies, to explore HRM practices in Indian hotels. But in this paper bibliometric research is also done to check the keywords, co-occurrence of authors etc. For this 962 articles only selected from web of science database related to HRM and training practices. All these articles are open accessed. Time period for the database selected from 2021 to 2025. A qualitative synthesis of existing studies is used to examine trends and establish causal relationships between HR practices and key outcomes such as retention, satisfaction, and service quality.

Key Findings of Literature and Result of Hypotheses

- **A bibliometric Analysis of HRM practices and training in workplace a keyword-co occurrence**

A bibliometric analysis is very important to identify the source that how many research papers are generating every year regarding this topic HRM and training for organisation development. In this paper the Web of Science database is used to show the result. All the research papers are open accessed from 2021 to 2025. Total 962 documents are found regarding the boolean operator keyword "HRM and training", "Hrm and workplace development". All the papers selected for the bibliometric analysis is article category. A keyword occurrence performed here to check the highly searched keywords for HRM and training practices in fig1.1. The keyword "Human resource management", "impact" and "performance" are the highly searched words for the related topic. Another highly searched word is "job satisfaction".

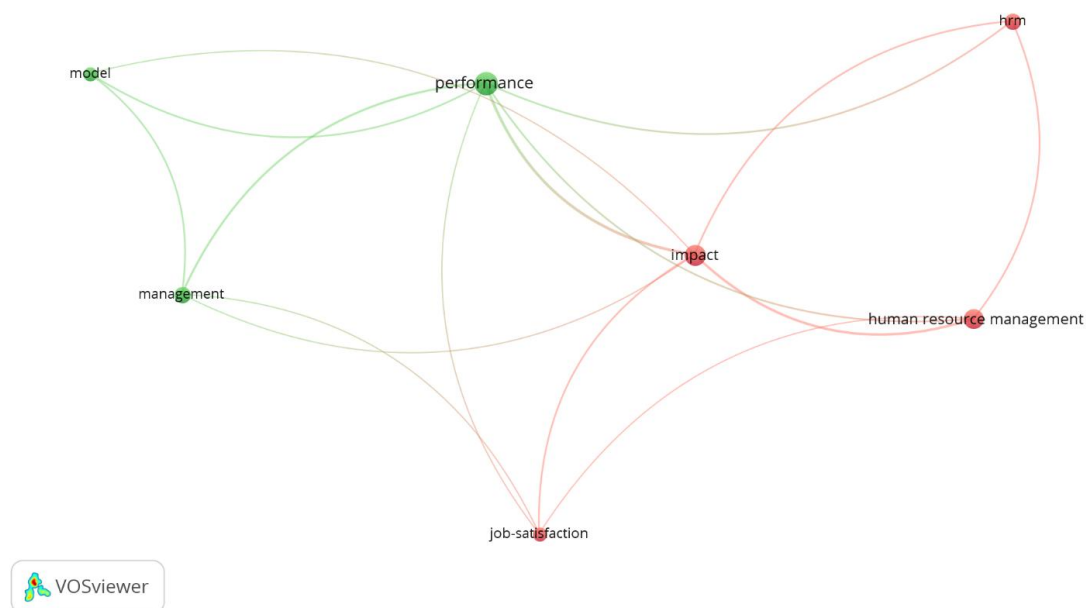


Fig. 1

This figure presents a keyword co-occurrence network generated using VOSviewer. Each node stands for a keyword, while the connecting lines show how often these terms appear together in research studies. The network reveals two distinct clusters: one around **performance, management, and models**, and another around **human resource management, HRM, impact, and job satisfaction**.

The keywords **performance** and **impact** lie at the center, serving as bridges between the two clusters. This suggests that studies on management models and organizational performance are closely linked with research exploring HR practices, their influence, and employee job satisfaction. In essence, the visualization captures how management and HR research streams converge through a shared emphasis on performance outcomes.

- **Citation Co-occurrence of Authors**

In this bibliometric research citation co-occurrence of authors are shown by the help of visualization of VOSViewer software in fig1.2.

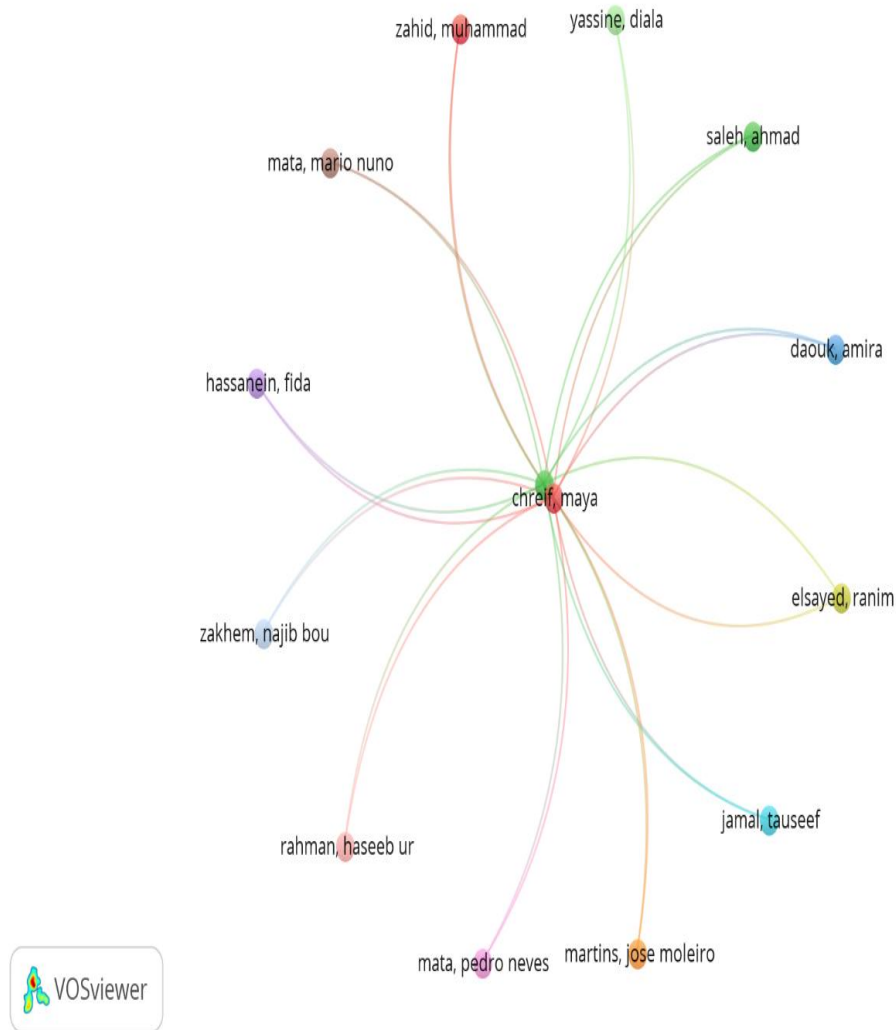


Fig. 2

This figure shows a co-authorship map generated using VOSviewer. Each node stands for an individual researcher, while the connecting lines represent their collaborative publications. The network clearly revolves around **Chreif, Maya**, who acts as the central hub of research partnerships. Other authors, including **Zahid Muhammad, Yassine Diala, Saleh Ahmad, Daouk Amira, Elsayed Ranim, Jamal Tauseef, and Rahman Haseeb ur**, are directly connected to Chreif, Maya, but not strongly linked to one another. This creates a **star-like pattern**, where collaboration flows mainly through a single central figure. Overall, the visualization highlights the key role of Chreif, Maya in bringing together diverse contributors and facilitating research connections within the group.

- **Author and Co-author Connection**

HRM practices and training is a hot search area for organization development. Large number of authors and co-authors are linked from various countries. Here in fig 1.3 it is disclosed by using VOSViewer software for author and co-author connection around world.

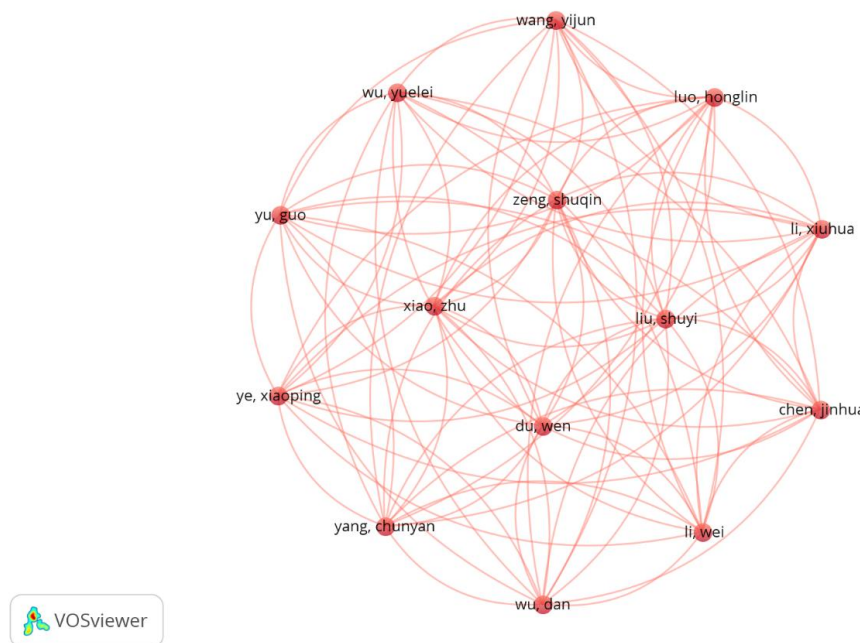


Fig. 3

This figure illustrates a co-authorship map generated through VOSviewer. Each circle denotes an individual researcher, and the lines between them represent their collaborative publications. The dense interconnections suggest that these scholars often work together, forming a strongly integrated research network. Authors such as **Zeng Shuqin, Liu Shuyi, Wu Yuelei, and Wang Yijun** are positioned at the core of the map, indicating their significant influence in connecting multiple collaborators. In contrast, researchers like **Chen Jinhua, Yu Guo, and Luo Honglin** appear on the outer edges, showing that while they contribute to the network, their role is less central compared to the main group. Overall, the visualization demonstrates a highly interactive academic community where central figures act as crucial links for fostering collaboration and knowledge exchange.

• **Analysis of Literature**

The literature underscores the importance of HRM practices in enhancing service quality, employee retention, and satisfaction in the hospitality industry. Studies highlight that training, responsiveness, and career development opportunities significantly improve employee performance, customer satisfaction, and organizational profitability. Effective employer branding and structured HR policies, particularly those focusing on compensation and recognition, are pivotal in reducing turnover rates and fostering loyalty.

Research demonstrates that training and development enhance employee capabilities, aligning them with organizational goals, while also improving adaptability to meet diverse customer needs. Challenges like high attrition, limited career progression, and inadequate employer branding negatively impact retention and service consistency.

Strategic solutions include linking compensation to performance, offering career development opportunities, and adopting innovative employer branding campaigns to position the hospitality sector as an attractive career choice. Practical measures such as investing in comprehensive training programs, fostering a positive work environment, and leveraging technology for HR operations can streamline processes and enhance engagement. By addressing these aspects, hotels can achieve sustainable growth and deliver exceptional guest experiences.

From this review of the literature, the null hypothesis is rejected and the alternative hypothesis is accepted because it concluded that Providing training for employees is positively related to higher employee satisfaction, employee commitment and employee retention in the Hotel industry. Since it is a descriptive research the result combines the all researcher's work which has been done by them quantitatively and provides enough evidence in their research papers.

Study Contributions

This study contributes significantly to the understanding of Human Resource Management (HRM) in the Indian hotel industry, particularly with regard to the impact of HR practices on employee satisfaction, commitment, and retention. By synthesizing findings from various studies, it emphasizes the pivotal role of training, compensation, and employer branding in improving workforce efficiency and reducing turnover. The research also addresses gaps in existing literature by highlighting the need for more exploration of the integration of advanced technologies, such as AI and automation, in HRM practices within the hospitality sector. This study not only provides insights into the practical applications of HRM in hotels but also sets the stage for further research on these underexplored areas.

Limitations

The study is primarily based on secondary data from journal articles, reports, and case studies, which limits the scope and applicability of the findings to specific regional contexts within India. The absence of primary data, such as surveys or interviews with hotel employees, restricts the study's ability to capture direct employee experiences and perceptions. Moreover, the focus on Indian hotels means the findings may not be universally applicable to hotels in other regions or countries with different labor market conditions or HRM practices. Additionally, while the study touches on technological advancements in HRM, it does not provide a thorough exploration of how these innovations can be applied in the hospitality sector.

Implications

For practitioners in the hospitality industry, this study highlights the importance of implementing robust HRM practices, particularly in training, compensation, and employer branding, to improve employee satisfaction and reduce turnover. By adopting these strategies, hotel managers can ensure better service quality, increase employee commitment, and enhance overall organizational performance. For policymakers, the findings underscore the necessity of developing HR policies focused on employee retention and development to maintain a competitive edge in the industry. Furthermore, the study calls for future research to delve deeper into the long-term effects of HR practices on service quality and financial performance, with a particular focus on technological innovations in HRM and employee perceptions of these practices.

Conclusion

This study highlights the critical role of Human Resource Management (HRM) practices in shaping the success of Indian hotels. The research demonstrates that effective training programs, along with strategic employer branding and robust compensation practices, significantly contribute to employee satisfaction, commitment, and retention. By addressing the challenges faced by the hospitality sector, such as high employee turnover and inadequate career growth opportunities, hotels can foster a motivated and skilled workforce, thereby improving overall service quality and customer satisfaction. The findings underscore that HRM practices are not only essential for enhancing employee capabilities but also for ensuring organizational growth and competitiveness in the dynamic hotel industry. Furthermore, this study suggests that integrating innovative HR strategies, such as linking compensation to performance and offering continuous career development opportunities, can reduce turnover rates and build employee loyalty. As the hospitality industry continues to evolve, adopting employee-centric HRM practices aligned with organizational goals will be key to ensuring long-term sustainability and success. This study underscores the critical role of HRM practices in shaping service quality and organizational success in Indian hotels. Effective training, robust compensation, and strategic employer branding emerge as essential components of a successful HR strategy. Addressing HRM challenges can significantly improve employee satisfaction, retention, and customer experience.

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