Impact of Human Resource Practices on Employee Retention in Star Hotels of Bengaluru city

[1]Dr. J. Venugopal, [2]Dr. Yaduvamsi Sai Krishna C, [3]Dr. A. Arun Kumar, [4]Dr. G. Vijaya Kumar

[1]Professor, MBA Department, Kasireddy Narayanreddy College of Engineering and Research, (Aff. JNTUH) Abdullahpurmet (M), Hyderabad-501505

drvenu.janaswamy@gmail.com

[2]Assistant Professor, Center for Management Studies, ICFAI LAW School, ICFAI Foundation for Higher Education, (Deemed to be University Under Sec 3 of UGC Act, 1956), Shankarpally Road, Telangana, Hyderabad-501203

saikrishna@ifheindia.org

[3]Assistant Professor, Center for Management Studies, ICFAI LAW School, ICFAI Foundation for Higher Education, (Deemed to be University Under Sec 3 of UGC Act, 1956), Shankarpally Road, Telangana, Hyderabad-501203

arunkumar@ifheindia.org

[4]Associate Professor, School of Management and Commerce, Mallareddy University, Hyderabad.

drgvkumar@mallareddyuniversity.ac.in

Abstract:

This research article aims to "To measure the impact of human resource practice attributes on employee retention". The paper applies data reduction using Exploratory Factor Analysis (EFA) on a sample of 618 respondents drawn from star hotels companies in the Bengaluru and condenses a set of 25 human resource practices statements converted into a seven attributes. The present study proposes a model of the impact of human resource practices attributes on employee compensation management system, talent management, recruitment and selection, training and development, HR compliance, performance appraisal, workplace safety are impacting significantly the employee retention. Therefore, star hotels should focus on the above factors to improve employee retention. The present study focused on impact of human resource practices on employee retention in star hotels of Bengaluru city. The study investigated the impact of human resource practices on employee retention, concluded that recruitment and selection had the highest impact on the employee retention followed by workplace safety, training and development, performance appraisal, HR compliance, talent management and compensation management system.

Keywords: Compensation Management System, Talent Management, Recruitment and Selection, Training and Development, HR compliance, Performance Appraisal, Workplace Safety and Employee Retention.

Introduction

Since we are social beings, we hardly ever are employed or live alone. We always plan, develop, and manage our relationships-both consciously and unconsciously. Our actions have an impact on relationships, and how well we can manage those behaviors is crucial. Every person learns how to comprehend other individuals and how to behave in a range of social and economic circumstances starting at a young age. Later, we use this information and comprehension to carry out tasks and manage interpersonal interactions at work. Everything in the domain of HR administration revolves around the central problem of organizing interactions at work. HRM has gained popularity in both the academic and business communities since the middle of the 1980s. There is no one perfect method to manage people, and no manager has ever developed a strategy for managing people effectively. HRM is a multidisciplinary organizational function that incorporates theories and concepts from management, psychology, sociology, and economics, among other disciplines.

Effective HRM heavily relies on the elements and situations that an organizational context provides. Any organization must have three essential components: People, Purpose, and Structure. One well-known individual in the HR sector made the following statement in 1994: "Today, companies that offer the highest-quality products are the ones with a competitive advantage; tomorrow, the only thing that will uphold a company's advantage is the caliber of people in the organization." In the past, a company's competitive edge was determined by its access to finance or level of technological advancement.

Review of Literature

Terence et al. (2001) found that an employee may depart on their own for a variety of reasons. Organizational concerns may have an impact on some, while private issues may have an impact on others. personal aspects such as the health of the family, career progress, a desirable job offer, etc. Organizational issues include a lack of promotion opportunities, unfair treatment of employees, and a conflict between individual and organizational principles. General turnover is a significant problem for both organizations and individuals. Furthermore, it is made abundantly clear that encountering shock, whether it is anticipated or unexpected, results in powerful emotions (such as the desire to leave). Positive illustrations include fresh job offers, etc. both detrimental—friends moving away, getting a bad evaluation of accomplishments, etc.—and constructive—spouse moving, organizational changes, etc. In a research on the telecom industry, Maqsood Haider et al. (2005) emphasized how challenging it is to attract and retain talent. They also talked about how employing efficient human resource management practices directly affects employee retention, Development and training have the opposite impact. The effect of HR practices on employees' intents to leave was evaluated in a study by Abeysekera (2007) together with realistic job descriptions, job assessments, work-life balance, career prospects, supervisor assistance, and salary. The study's conclusions showed that employee turnover is positively impacted by remuneration and job analysis. Holtom et al. (2008) showed how different the factors that affect a staff member's decision to stay or go were in their study.

Employee engagement, according to Hay Group (2009), entails elements like dedication and free will effort. Employee attachment to and intention to stay with a business are referred to as commitments. The willingness of the employees to depart is referred to as discretionary effort. Each of these variables are discussed as being important and requires significant consideration. Taylor (2010) provided an explanation of turnover and emphasized both pull and push factors need to be considered. Due to their favourable appeal to those opportunities, employees look for alternative careers even when they are happy and satisfied. In order to retain their abilities, it is critical for the employer along with management to understand the genuine value of each of their employees and to identify any potential reasons why they might look for a new position. Push factors, when some unsatisfactory conditions remain in the current organization and cause the person to leave in order to enhance their employment life, are the second important component. More consideration needs to be given to a variety of pull and push factor features. A customer-focused strategy was given higher weight in Cardy and Lengnick-Hall's 2011 study on employee retention. The employee equity concept was employed in this study's approach. This study places more emphasis on the values of the staff than it does on the outside influences that affect employees' decisions to remain at their jobs or leave them. To put it another way, the internal factors that affect a staff member's choice to stay or go were the study's main focus.

In 2011, Chitra Devi and Latha conducted research on employee retention in the IT sector. The main objectives of the study are to identify the causes of migration, or the causes of why professionals leave one organization for another, and to evaluate the advantages of retention. According to the findings of a discriminatory analytical instrument that was used, the industry has to focus on compensation, satisfaction with work, and career stability as they were a few of the important tools used for keeping workers in organizations. Tripathi et al. (2011) made an effort to analyse the problems that professional institutions like governmental and commercial institutions confront as well as the solutions to those problems. Based on analyses of business and government entities for Level of Satisfaction with Job, Duration of Jobs, Working Nature, Time, Job Changes and Other Causes, Staff Credibility, and Tenure of Service, retention approaches were suggested in this study. Discontent with pay, a lack of professional progress opportunities, a hostile work environment, job insecurity, and dedication are the factors that influence faculty members' sentiments toward their institutions. The study covered both the reasons professors left their current positions and the ones that held them there. In her 2012 study, Vijayalakshmi V made an effort to identify the factors that influence employee retention in India's automotive sector. The study of employee retention strategies in the automotive industry is one of its key goals. Another is to find out how content generally the workforce is with the work environment. Analyse the components of pay; evaluate the effectiveness of the training and development opportunities offered. The techniques used in this research include chi-square testing, regression, the Mann-Whitney test, Kruskal Wallis test, and analysis of variance.

Remuneration, support from managers, and work-life rules are some of the key factors that determine a decision to leave an employer, and employees give these factors greater importance than recognition and awards, according to research conducted by Sadaf Zahra et al. (2013) done in Pakistani institutions. A strict schedule and a heavy workload have been found to have an effect on family life. Along with these motivational factors, competitive pay,

accommodating managers, effective management, and growth programs would reduce the likelihood of turnover. Priyanka and S. K. Dubey's (2016) report for the Chartered Society of Personnel and Development. Researchers conducted an exploratory factor analysis as part of their study using the main component method. Employee turnover intentions have been determined by eight factors, including low pay, few learning opportunities, unsafe working conditions, lack of workplace safety, poor interaction, and job insecurity. Other factors include low pay, no chances for professional development, lack of peer and support from managers, and lack of family support. Based on the findings of earlier research studies, Kossivi and Kalgora (2016) made an effort to examine the various retention factors. These factors included things like the opportunity for growth, balance between work and life, payment, the company's approach to authority, the job setting, liberty, training & development, social support, etc. Their research focuses less on corporate culture, freedom of choice, and training & development and more on leadership and supervision. Additionally, the conclusion discussed the potential for further study, indicating that it might be carried out in the future based on profession class.

Research Problem

Due to their positive effects on employee retention, HR practices in organizations have received more attention in recent years. It is common knowledge that effective HR procedures reduce employee churn. HR procedures are essentially the organizational actions that support the management of the human resource team and guarantee that the workforce is motivated to achieve the objectives of the company. With this regard, from the extensive survey of available literature it is found that most of the researchers are identified human resource practices and employee retention in many industries but very few on star hotels especially in India. Hence, an attempt is made to conduct research on Impact of Human Resource Practices on Employee Retention in Star Hotels of Bengaluru City.

Research Objectives

1. To identify the human resource practice attributes in hospitality industry.
2. To measure the impact of human resource practice attributes on employee retention.

Research Hypothesis

H01: There is no significant relationship between human resource practice attributes and employee retention.

- **$H0_{1.1}$:** There is no significant relationship between recruitment & selection and employee retention.
- **$H0_{1.2}$:** There is no significant relationship between training & development and employee retention.
- **$H0_{1.3}$:** There is no significant relationship between performance appraisal and employee retention.
- **$H0_{1.4}$:** There is no significant relationship between compensation and employee retention.
- **$H0_{1.5}$:** There is no significant relationship between talent management and employee retention.
- **$H0_{1.6}$:** There is no significant relationship between HR compliance and employee retention.
- **$H0_{1.7}$:** There is no significant relationship between workplace safety and employee retention.

Statistical Tools

- Reliability & Validity Test
- Exploratory Factor Analysis and
- Multiple Linear Regression

Sampling Procedure

The review is proposed to be led among employees in hotel industry. The current review is restricted to a testing edge of employees in Bengaluru city. The review takes on multi stage inspecting to gather the reactions of the employees. Organizations involved in hotel-related work segments were considered as the population of the study. Since, star hotel employees are spread over wide geographical area; in the first stage the sample is taken from the prominent star hotels hubs in Bengaluru such as Marthahalli, BTM Layout, Bannerugatta, Banshankari, New Horizon stop and Whitefield, areas using judgment sampling, where a large number of star hotels are located and employees are employed. The questionnaire is distributed personally to the star hotels employees and the soft copy also is floated to all the contacts of star hotels employees in turn.

In the subsequent stage, proportionate delineated examining is applied as the filled in surveys are evaluated for the orientation proportion 73:27 as noticed for the star lodgings workers. Gender is taken into account for the strata because it has been found that gender has a significant impact on human resource practices and employee retention. [https://www.questia.com/library/journal/1P3-1639937/impact-of-lifecycle- stage-and-gender-on-the-ability]. Star hotels employees are in a ratio of 70:30 according to the gender [**NASSCOM** report on Gender inclusivity in India. Available at http://survey.nasscom.in/NASSCOM_Mercer_Gender_Inclusivi y_Report.pdf]. Either face to face or through sends, the orientation proportion of 70:30 is kept up within the organization of the polls. Convenience sampling is used to select the specific employees in each stratum in the third stage. Star lodgings employees who have been full time employees with no less than a half year of work insight in the chose star hotels were taken as test.

Sample Size

In excess of 1000 survey were sent to star lodgings employees and got 643 filled polls. Out of 643 surveys 618 were helpful with full data in all viewpoints. This study's sample size is 618 employees as a result.

Data Analysis & Results

Exploratory Factor Analysis

Table: 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.614
Bartlett's Test of Sphericity	Approx. Chi-Square	19358.608
	Df	300
	Sig.	0.000

The information must first be qualified by doing the KMO-Bartlett test before moving on to the factor study. This test evaluates the sampling efficiency and multivariate normality. The KMO esteem in this study is 0.614 > 0.5 which says that the example taken is satisfactory. Bartlett's Trial of Sphericity esteem is 0.000 < 0.05, demonstrate multi ordinariness among factors.

Eigen Values

The quantities of the components used in the component examination make up the underlying parts. Not all 25 variables, though, will be kept. In this study, only the seven elements will be recovered by merging the pertinent data. The variances of the factors are modeled by their Eigen values. The Eigen value is present throughout the entire section. The first factor, which always has the most variance, will have the highest Eigen values. The next element will represent as much of the additional change as is practical, and so on through the final variable. The degree of difference focuses on the percentage of total change that each component represents, and the combined rate provides the overall level of fluctuation taken into account by the first and present variables. The first seven elements explain 73.927 percent of the difference in the current examination. The rotation sums of the squared loading represent the variance distribution following the varimax rotation using Kaiser Normalization. The varimax turn makes an effort to emphasize each component's difference.

Table: 2. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.882	31.526	31.526	7.882	31.526	31.526	4.775	19.098	19.098
2	2.902	11.609	43.135	2.902	11.609	43.135	3.138	12.550	31.648
3	2.216	8.862	51.997	2.216	8.862	51.997	2.546	10.183	41.831
4	1.618	6.471	58.468	1.618	6.471	58.468	2.177	8.709	50.540
5	1.450	5.799	64.267	1.450	5.799	64.267	2.036	8.146	58.686
6	1.347	5.387	69.654	1.347	5.387	69.654	1.942	7.769	66.456
7	1.068	4.273	73.927	1.068	4.273	73.927	1.868	7.472	73.927

8	.981	3.924	77.851							
9	.880	3.519	81.370							
10	.856	3.423	84.794							
11	.770	3.081	87.874							
12	.686	2.744	90.619							
13	.646	2.582	93.201							
14	.584	2.335	95.535							
15	.476	1.906	97.441							
16	.354	1.418	98.859							
17	.073	.292	99.151							
18	.064	.256	99.406							
19	.041	.164	99.570							
20	.031	.124	99.695							
21	.022	.087	99.782							
22	.020	.078	99.860							
23	.017	.068	99.928							
24	.009	.038	99.966							
25	.009	.034	100.000							
Extraction Method: Principal Component Analysis.										

7 elements have been divided based on Varimax Turn with Kaiser Standardization. Each component is made up of a sizable number of components with loadings that are more than 0.5. 7 variables were created by combining 25 components. The 25 factors used in the review were divided into 7 elements. These 4 removed factors made sense of 72.937 percent of the fluctuation in Human Asset Practices ascribes of star hotel employees.

Rotated Component Matrix

The correlations between the variables and the factors are represented by the rotated factor loadings in the rotated component matrix. The rotational factors that have been taken out of the total factor are shown in the factor column. These are the fundamental variables that were used as the last variable after data compression.

Table: 3. Rotated Component Matrix

HR Practices Statements	Component						
	1	2	3	4	5	6	7
The recruitment and selection process followed in our star hotel is highly scientific.	**.810**		.106	.184	.215	-.112	
The employees get immediate feedback on their performance after appraisal process.	**.794**		.112	.373			
Effective salary structure through defined basic HRA, DA, City Compensatory allowances etc.	**.788**		.137	.223	.192		
Employees are given opportunity to utilize the skills and activities learnt during the training programs	**.781**	.378		-.140		.165	
Working environment is comfortable.	**.774**	.398		-.116		.182	
The star hotel gives joining bonus and referral bonus.	**.759**		.137	.405			
The HRD department actively reviews each appraisal and discusses with line managers.	**.506**	.438	.173	.289	.113	-.393	-.114
Within the hotel we work effectively as a team.	.471	.444	.201	.318		-.387	
Within the hotel new ideas are effectively implemented.		**.800**	.134	.218		.152	.128
In the feedback session, the boss controls the employee behavior by giving him negative feedback.		**.798**		.152		.164	

Employee's suggestions and grievances are considered.	.319	**.506**	.125		.154	.134	
Employees are treated with due respect.	.471	**.503**		-.168		.224	.135
Fair treatment of employees.	.221	.436		.234			
The star hotel offers me attractive and competitive benefits	.119		**.863**			.147	.237
This star hotel has a well-defined recruitment policy	.153		**.834**			.152	.227
Job-rotation in this star hotel useful for employee development		.220	**.680**				.157
Employees are sponsored for training programs on the basis of relevant training needs	.127	.152	**.531**		.222	-.129	-.253
Within the hotel we look proactively for opportunities to cooperate with others.	.203	.248	.120	**.840**		.107	.100
The star hotel provides guidance for future performance based on the appraisal data.	.274	.247		**.796**	.102	.101	
The star hotel conducts job analysis regularly	.134		.108		**.922**	.113	.208
Incentives systems are in place in our star hotel.	.100		.126		**.899**	.116	.234
Employees lacking competence in doing their assigned jobs are helped to acquire competence.	.116	.311		.108	.157	**.810**	
Within the department generating new ideas is recognized.		.308	.138	.171	.116	**.805**	
There is a performance linked pay system followed by the star hotel.		.171	.251	.103	.232		**.866**
Star hotel selects individuals on the basis of service attitude and competence	.100	.146	.227		.280		**.847**
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 10 iterations.							

The relationship between the factors and each of the extricated factors is provided by the framework above. In general, each factor is heavily stacked in one component and less heavily stacked in other components. The variable with the greatest value in each row is picked to be a part of that factor in order to decide which variables are a part of each factor. The values in each row have been highlighted in high contrast in order to group the 25 variables into the seven core elements, removing low loading variables.

Reliability & Validity Test

Table: 4. Cronbach's Alpha of Human Resource Practices Attributes

Factors	Number of Items	N	Cronbach's Alpha
Recruitment & Selection	7	618	0.906
Workplace Safety	4	618	0.770
Training & Development	4	618	0.759
Performance Appraisal	2	618	0.933
HR Compliance	2	618	0.968
Talent Management	2	618	0.931
Compensation Management System	2	618	0.957
Human Resource Practices overall statements	25	618	0.862

Reliability analysis's Cronbach's Alpha values were Recruitment & Selection (0.906), Workplace safety (0.770), Training & Development (0.759), Performance Appraisal (0.933), HR Compliance (0.968), Talent Management (0.931), Compensation Management System (0.957) and overall Human Resource Practices statements (0.862). The alpha values indicate significant correlation and internal dependability between the variables tested.

Multiple Linear Regressions

Using multiple linear regressions, the impact of independent variables (Human Resource Practices Attributes) on employee retention as a dependent variable was uncovered.

Table: 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.823ᵃ	.677	.673	.449	1.642
a. Predictors: (Constant), Compensation Management System, Talent Management, Recruitment and Selection, Training and Development, HR compliance, Performance Appraisal, Workplace Safety					
b. Dependent Variable: Employee Retention					

The regression table 5: summarizes the model performance through the following statistics.

• **R:** R takes care of all the connections that are efficient with the range between -1 and +1. Given that the R-value is 0.823, it is clear that there is a strong correlation between the Human Asset Practices credits and the upkeep of the staff at the star hotels.

• **R Square:** R square is a symbol for the determination coefficient, which ranges from 0 to 1. Given that the R square value is 0.677, the retention of staff at star hotels accounts for 67.7% of the explained variation.

• **Durbin-Watson statistic:** The Durbin-Watson measurement esteem is 1.642 according to table 5 above. It is closer to the benchmark value of 2. As a result, the premise has probably been realized.

Table: 6. Analysis of variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	257.056	7	36.722	182.326	.000ᵇ
	Residual	122.860	610	.201		
	Total	379.916	617			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Compensation Management System, Talent Management, Recruitment and Selection, Training and Development, HR compliance, Performance Appraisal, Workplace Safety						

Table 6 demonstrates the statistical significance of the F statistics for the regression model at 0.05 levels, demonstrating the goodness of fit of the regression equation. In terms of statistics, the model is important.

Table: 7. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.187	.085		14.018	.000
	Recruitment and Selection	.366	.019	.536	19.056	.000
	Workplace Safety	.152	.021	.210	7.393	.000
	Training and Development	.005	.020	.306	5.247	.003
	Performance Appraisal	.060	.016	.100	3.695	.000
	HR compliance	.060	.015	.107	4.033	.000
	Talent Management	.068	.015	.116	4.494	.000
	Compensation Management System	.035	.015	.062	2.252	.025
a. Dependent Variable: Employee Retention						

Normalized relapse coefficients are shown in Table 7 and indicate the degree of an effect as well as whether it is positive or negative. To support the claim that many aspects of HR practices have a major impact on employee retention, it also contains crucial and significant values.

The multiple regression equation of this model is:

$$Y = 0.366 \, (\text{Recruitment and Selection}) + 0.152(\text{Workplace Safety}) + 0.005(\text{Training and Development}) + 0.060(\text{Performance Appraisal}) + 0.060(\text{HR Complience}) + 0.068(\text{Talent Management}) + 0.035(\text{Compensation Management System}) + 1.187 \, (Constant)$$

$H0_{1.1}$: There is no significant relationship between recruitment & selection and employee retention.

Table 7 shows Beta worth as 0.366 which demonstrates positive effect of enrollment and choice on the worker maintenance. Because the T value is 19.056 and the significance value is 0.000, which is less than 0.05, the recruitment and selection of star hotel employees has a significant effect on their retention. Hence, null hypothesis $H0_{1.1}$: There is no significant relationship between recruitment & selection and employee retention is rejected.

$H0_{1.2}$: There is no significant relationship between workplace safety and employee retention.

With a Beta value of 0.152 in Table 7, workplace safety has a positive effect on employee retention. Since the T esteem is 7.393 and importance esteem is 0.000 which is under 0.05, so the work environment wellbeing essentially affects maintenance of star hotel employees. Hence, null hypothesis $H0_{1.2}$: There is no significant relationship between workplace safety and employee retention is rejected.

$H0_{1.3}$: There is no significant relationship between training & development and employee retention.

Table 7 shows Beta worth as 0.005 which demonstrates positive effect of training & development and employee retention. Training and development have a significant impact on the retention of star hotel employees because the T value is 5.247 and the significance value is 0.003, both of which are less than 0.05. Hence, null hypothesis $H0_{1.3}$: There is no significant relationship between training & development and employee retention is rejected.

$H0_{1.4}$: There is no significant relationship between performance appraisal and employee retention.

Table 7 shows Beta worth as 0.060 which demonstrates positive effect of performance appraisal on the employee retention. The performance appraisal has a significant impact on the retention of star hotel employees because the T value is 3.695 and the significance value is 0.000, which is less than 0.05. Hence, null hypothesis $H0_{1.4}$: There is no significant relationship between performance appraisal and employee retention is rejected.

$H0_{1.5}$: There is no significant relationship between HR compliance and employee retention.

With a Beta value of 0.060 in Table 7, HR compliance has a positive effect on employee retention. Since the T esteem is 4.033 and importance esteem is 0.000 which is under 0.05, so the HR consistence altogether affects maintenance of star lodging employees. Hence, null hypothesis $H0_{1.5}$: There is no significant relationship between HR compliance and employee retention is rejected.

$H0_{1.6}$: There is no significant relationship between talent management and employee retention.

Table 7 shows Beta worth as 0.068 which demonstrates positive effect of talent management on the employee retention. Since the T esteem is 4.494 and importance esteem is 0.000 which is under 0.05, so the ability the board essentially affects maintenance of star lodging employees. Hence, null hypothesis $H0_{1.6}$: There is no significant relationship between talent management and employee retention is rejected.

$H0_{1.7}$: There is no significant relationship between compensation management system and employee retention.

Table 7 shows Beta value as 0.068 which indicates positive impact of compensation management system on the employee retention. Since the T value is 2.252 and significance value is 0.025 which is less than 0.05, so the compensation management system has a significant impact on retention of star hotel employees. Hence, null hypothesis $H0_{1.7}$: There is no significant relationship between compensation management system and employee retention is rejected.

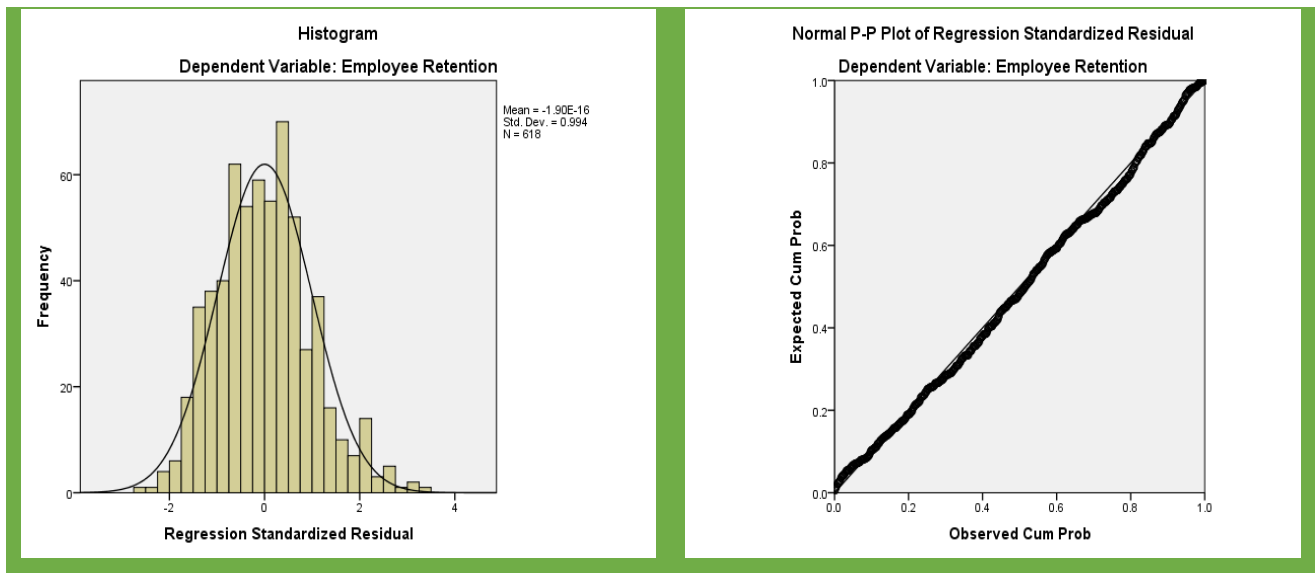**Histogram and Normal P-Plot of Regression**

Figure 1 shows a normalized histogram of the residuals distribution. The distribution is referred to as normal when the points plotted coincide with the diagonal line on a typical P-P plot.

Practical Implications

•   A piece of the requirement for interior staffing, preparing improves work related abilities and furthermore work with procuring new abilities an expected for deflecting abilities out of date quality in star lodgings. Training programs are linked to the growth and success of a star hotel and increase employee retention. Representative preparation and advancement in star lodgings can't exaggerated, in light of the fact that each occupation at last goes for the gold. Without legitimate preparation, worker visitor experiences can go off course, influencing the main concern. In this way, preparing can be costly, however the advantages can't offset the expenses in question.

•   A compelling compensation the executives' framework inspires current workers and is utilized as a device to draw in new ones as well as to hold the current representatives. As a result, it is suggested to the management of star hotels to develop salary ranges so that employee pay is comparable to that of other star hotels. To be cutthroat, it is vital to benchmark comparative positions inside a similar level and to make a compensation structure. Because failing to keep up with the competition can result in the loss of valuable employees, it is also essential to pay attention to changes in the market and remain current.

Conclusion

Among the many industries that make up the service sector's hospitality sector include hotel, food and beverage service, event organizing, theme parks, travel, and tourism. It contains lodging facilities, travel businesses, eateries, and bars. The present study focused on impact of human resource practices on employee retention in star hotels of Bengaluru city. The study investigated the impact of human resource practices on employee retention, concluded that recruitment and selection had the highest impact on the employee retention followed by workplace safety, training and development, performance appraisal, HR compliance, talent management and compensation management system.

Scope for Future Research

Researching in a specific area is a continuous procedure. This research provides a base for further study on the following lines.

•   The present research study is confined to only Bengaluru city. The scope of study can be extended to other geographical areas of the country.

•   It would be beneficial to carry out a comprehensive study using a substantial sample drawn from all parts of Bengaluru City in order to aid in making generalizations about a large population. The study can be expanded to

include small-scale organizations, manufacturing, and the service sector. It might illuminate the human resource practices and employee retention of the star hotels.

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