

An Exploratory Case Study on Performance Appraisal - Hotel Industry, Jaipur Rajasthan

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Abstract- The goal of this research is to look into performance measuring methods in the hotel business in Jaipur, Rajasthan. Performance appraisal is becoming an increasingly important component of a strategic approach to integrating HR operations and company strategies. Performance appraisal refers to all of the processes used to assess the qualities among its cluster groups. Performance evaluation is a significant technique for providing useful information to management about the value of its human resources. Performance evaluation is a critical success component in the service industry. This is the case in the service industry because there is no tangible production. The service is both created and consumed at the same time. As a result, unlike industries that manufacture physical goods, the chances of discarding or affecting the quality of a client product before it enters the consumer's hands are exceedingly rare. The communication difficulty of services in the hotel business creates a slew of issues for performance and customer satisfaction evaluation. As a result, performance assessment in service businesses is even more vital than in other types of companies. We propose a strategy for selecting evaluation techniques and compare many of them in this study to make life simpler for employers. What makes this framework important is how it is used. Employers can review their performance assessment process in terms of its primary features before adding any strategy or investing more resources.

Index Terms- *Human resource practices, performance evaluation, managers, methods, hospitality industry.*

I. INTRODUCTION

Performance evaluation is an essential notion in today's organizations to help employees improve their abilities. Organizations that manage their people resources properly. Performance appraisal plays an important function in this regard. Employees' job-relevant skills and shortcomings are identified, observed, measured, recorded, and developed through the performance evaluation process. Performance assessment is a method of systematically analyzing a worker's job performance and prospects for advancement. Any business must constantly review its employees' performance to determine their progress and understand their position within the firm. Performance assessment is a useful tool for a) making employment choices, such as compensation and promotions; b) identifying personal development requirements, and c) identifying elements in the workplace that promote or impede excellence. [1], Every process that involves setting workplace policies, evaluating an

individual's effectiveness against such norms, and supplying feedback to employees to empower a certain participant to minimize performance problems or keep performing is referred to as performance management.

Performance management is based on two principles: (a) career management and (b) improved performance. Performance management should be viewed as a valuable addition to team management rather than an agony by line managers. Take notice of what [2] says "Performance management requires the creation of specific quantifiable data as a means of judging achievement. There should be clear outcome performance indicators with actual results, even though both are vital for measuring progress. To indicate progress toward a goal, outcome signals are subjected to statistical analysis, but not the actual outcomes.

Regular assessments of work performance inside businesses are considered part of career development and are known as performance appraisals. According to [3], performance evaluation is a critical and crucial HR activity. It is the most widely explored issue in educational psychology, according to [4]. Performance assessment is a part of the entire performance management system. The three goals of a performance evaluation system are to remedy bad performance, maintain excellent performance, and improve performance.

[5] "Performance evaluation is one of the most essential procedures in human resource management," according to the authors, "since it has a significant impact on both the financial and program components of any business." There are several approaches for evaluating employee performance. No methodology can claim to give a comprehensive approach to performance assessment. As a consequence, human resource departments should select the most cost-effective evaluation method for their businesses.

[4] maintains that, " Performance assessment has evolved into a more strategic plan to integrating HR processes and business policies, and it can now be thought of as a catch-all term for a variety of activities that organizations use to motivate workers, develop their competence, improve performance, and distribute rewards. As a result, both practice and research have shifted their attention away from psychometric and assessment difficulties and toward developmental work performance." Organizational commitment and human resource management techniques are inextricably linked. Six dimensions are

specifically addressed by human resource management practices: 1. Remuneration 2. Selection & Recruitment 3. Directing & Controlling 4. Training 5. Information sharing practices and 6.

II. OBJECTIVE OF THE STUDY

The purpose of this research was to examine the Jaipur hotel industry's performance appraisal method (India). In-depth interviews with hotel human resource managers arrange to obtain the answers:

- a) What distinguishes your performance evaluation system from others?
- b) What does your performance assessment serve?
- c) What issues does your performance assessment cause?
- d) What aspects of your assessment system do you believe may be improved?

III. LITERATURE REVIEW

People manage and steer organizations. Goals and objectives are set and achieved by individuals. The performance of an organization is thus determined by the aggregate of its members' performance. Human resources are the most crucial resource for every organization's competitive advantage. The value of a company's human resources is contingent and dependent on its survival, development, profitability, and greatness. An employee's performance is the totality of the task-related behaviors that he displays in carrying out his work tasks. According to [6], "Managers frequently assume that the most important HR result is workers' contributions to the organization's goal achievement. These contributions are referred to as employee performance, which refers to how well individuals fulfill their job duties."

The consequence of behavior might be characterized as performance. Behavior is an individual activity whose results are how the behaving individual's atmosphere changes as a result of his or her actions. It is the process of systematically assessing an individual's work performance and prospects for advancement. Performance evaluation assessment has traditionally been seen as an essential part of human resource management, according to [7], for the goals of wage administration and assessing future organizational potential.

A literature study, according to [8], it's developed a model for analyzing training requirements using assessment data related to the performance. The methodology considers performance differences, explains reasons, and suggests remedies focus on intrinsic activities related to the inside employee in an organization and extrinsic activities related to the outside environment such as work environment and skill development.

In a working organization, performance evaluation includes all formal approaches used to analyze group members' qualities, abilities, and potentials. It's a continuous process of acquiring data necessary to make honest and objective personnel choices. There are several factors to performance evaluation. Its feedback mechanism, an organizational intervention, and an observation

Performance evaluation practices. Prior review and performance evaluation can better handle all of these dimensions. This exemplifies the significance of a performance assessment system.

and judgment exercise all rolled into one. It's a measurement as well as a very sensitive method. While dictating how the institution should operate is straightforward, explanations about how it works are disheartening. Worker performance assessments can be conducted in a variety of ways, but not all of them are appropriate for every company. [7], a strong performance evaluation system should be clear and inclusive, according to the authors. Experts in performance review tend to agree that the assessment process is usually quite well structured to maintain it neutral and impartial, but it is still a subjective topic. Even if the scale is well-designed, assessing a human's actual quality on a 5-point Likert scale is subjective. One of the most common techniques for performance review is the 360 feedback method. For an employee, this strategy requires feedback from several organizational levels. Gathering input from a variety of sources can help to eliminate talent rating system inconsistencies. According to [9], most typical evaluation mistakes may be reduced or avoided by enabling many people to evaluate the performance of workers. This (360-degree feedback) is a method that focuses on input that reflects employees' bosses, subordinates, coworkers, and occasionally consumers. The 360-degree multi-radar feedback technique allows an organization to gain a comprehensive understanding of a worker from a variety of viewpoints and sources. Although it may appear to be a highly effective strategy, it has been criticized since it allows many others to read the appraisal's performance document, which is in reality sensitive data. Performance evaluation is one aspect of strategic human resource that has been the subject of much debate and scrutiny. New and even more objective evaluation approaches are continually being developed. The criteria for success are shifting, necessitating the use of fresh methods. Client attention, rapid reaction, cooperation, and innovation will all be hallmarks of future organization, and in such a situation, the performance assessment process cannot be left unaffected. New approaches for measuring processes are developing. Rather than only managing and analyzing, the process now attempts to improve performance. The method has evolved into one that is more specific, transparent, and objective than the previous one, which was confidential and judgmental.

As a result of the foregoing meanings, performance appraisal may be thought of as a process with the following features:

- 1) It is a justified, organized relationship between colleagues, leaders, and subordinates.
- 2) It assesses an employee's character, work, and potential.
- 3) It compares different people's performance measures.
- 4) It aids in job placement, promotion selection, financial awards, and other acts that necessitate differentiated treatment of individuals.
- 5) It aids in the formation of a shared understanding of the objectives.
- 6) It supervises and develops employees.
- 7) It is critical to track the employee's performance and provide feedback to assist him to overcome his weaknesses and improve the quality of his job. This is

something that performance appraisal as a tool recognizes.

- 8) This ongoing procedure strives to evaluate staff performance methodically.

IV. PAST OF THE PERFORMANCE APPRAISAL

In India, formal employee assessment has been used for generations. Kautilya's Arthashastra, which dates from the fourth century B. C., has talks on performance appraisal. The following is the chronological order of performance evaluation changes:

1900: Personal evaluation

1940: Psychometric sophistication improves

1950: MBO (Management by objectives)

1960: BARS (Behaviorally anchored rating scale)

1970-1990: Combination approach and system

V. REQUIRED OF THE STUDY: WHY APPRAISAL

[9] Says "There is a natural human desire to pass judgment on people with whom one works as well as on oneself." It appears that appraisal is both unavoidable and ubiquitous.

Performance appraisal, as an essential field of behavioral science research, serves as the foundation for HR practices and research-based innovations. [6] Found that performance management has been extensively explored and is still used, officially or unofficially, in practically all types of organizations, including business-related schools.

Performance assessments were created largely as tools for corporations to use in regulating people until the 1960s. The employee's previous performance was utilized to inform or justify managerial decisions. Income, retention, dismissal, and transfer choices were all based on performance appraisals.

The many objectives and aims of assessments create several conflicts. [10] Establish a helpful and obvious distinction between two sorts of evaluation systems operates:

- A. **Evaluative functions** include compensation, promotion choices, retention decisions, and acknowledgment of employee performance. The evaluators assume the position of "judge" to bring out this evaluation duty. Evaluative functions are largely concerned with distinguishing between persons.
- B. **Developmental processes:** Personal training requirements are recognized within-person examination which is the primary focus of developmental functions. "Although an appraisal is at the heart of development, attempts to utilize it as the main control mechanism may undermine its developmental goals." A performance evaluation is a method for assessing, managing, and ultimately improving the performance of workers. It is now considered a strategic strategy.

Goals of Performance Appraisal

The following goals are served by performance appraisal:

- To determine which subordinates merit promotion or lateral movement.
- Supporting the employee in identifying his strengths and weaknesses, as well as informing him of the type

and quality of performance required of him. This will assist him in fully comprehending his position. That will help him perform better at work. The comments will encourage good performance while discouraging bad performance.

- Determine the owner's training and development requirements and equip him to confront challenges in his present and future jobs.
- Assisting workers in internalizing the organization's rules and ideals.
- To detect and eliminate sources of employee dissatisfaction, as well as to inspire him to improve his performance.
- To foster a happy and healthy work environment.
- To make the organization a desirable workplace.

When to Do Appraisal

The following facts were discovered throughout the research:

- Most hotels do not review their workers' yearly raises since they believe it is every employee's birthright.
- Depending on the financial year, hotels review their employees in January or April.
- The process of appraisal is more complicated than it looks. Tempers erupt for the duration of and later than the evaluation.
- It is recommended that annual appraisals be completed at the end of the year from the date of each owner's hire. As a result, all staff appraisals will be spread out over the year,

Distinctive Characteristics of the Hospitality Operations

Both product and service elements are included in hospitality and lodging enterprises. Hospitality organizations share many of the features that set them apart from other types of businesses. [11] Found the following directorial and employment characteristics that distinguish hotels:

- The hospitality business is a hybrid of service and production.
- The fixed expenses are significant.
- The supply rate is constant, while a request is variable, seasonal, and frequently unpredictable.
- Many of the units are open 24 hours a day.
- Fabrication and sales take place in the same location.
- Customers come in many shapes and sizes, each with different wants and hope.
- The bulk of employees is underpaid.
- Within the industry, labor mobility is very high.
- There is a significant rate of new employees entering and departing the sector.
- A big percentage of the workforce is female, part-time, or casual.
- The consumer's physical presence
- There is no way to check the quality of the service before it is delivered.

Human resource management is a critical part of managing the tourist lodging and hospitality sector because of these features. Given the aforesaid particular characteristics of the hotel business, performance evaluation becomes a complicated task. A

happy employee is more likely to serve his clients gladly and to try his utmost to make them happy. The delighted consumer will gladly return and may even tell his friends about the company. The organization reaps the rewards. Performance evaluation is the most effective technique for determining the organization's personnel quality.

VI. RESEARCH METHODOLOGY

Objective: The goal was to assess performance assessment processes in the Jaipur hotel business. The study also sought to learn about the managers' perspectives on present practices in their organizations, both as raters and as rates, and how they might be improved. A written survey of all levels of managers in this business was done.

Questionnaire: There are three components in the questionnaire. The first part segment included an intrusive question about the managers, the business, and certain activities related to the general management that are deemed to be appropriate to performance evaluation techniques. The second part segment addressed difficulties with current corporate performance evaluation approaches. This section was designed for professionals who work in companies that have formal assessment processes. The third part segment was to find out how managers felt about performance reviews. All managers were expected to respond, irrespective of whether or not their companies had a formal evaluation system in place.

Sample Collection

The sample was taken from a variety of hotels and restaurants. Managers from 20 different hotels were included in the sample. The sample was assumed to be generalizable to the entire. The response rate for the survey is 88.28 percent. This number of respondents was deemed adequate in this sort of survey.

Data Analysis, Findings, and Results

The research data was analyzed, and the following conclusions were reached:

Hotel managers' demographic profile:

- A. The managers' educational levels were deemed to be good. 10.0% of managers were either graduates or post-graduates. There were 35 percent graduates, and 24.4 percent secondary school dropouts.
- B. Managers' ages were distributed as follows: 48.5 percent were in the young group (age 18-35), 44 percent in the upper middle-level age category, and 10% in the elderly category.
- C. In gender division, Male managers account for 71.8 percent of the total, while female managers account for 28.2%. This is understandable because the hospitality industry requires lengthy and distant hours, which may be tough for women staff.

Job Descriptions

Job descriptions are an essential component of any effective performance evaluation system.

1. According to the market research, about 40 percent approx. managers have well-defined roles, authority, and tasks in writing.

2. Verbally defined roles, responsibilities, and authority are held by 28.2 percent of managers.

On the other side, 37.1 percent of managers claim they have no written explanation of their tasks, authority, or obligations, and they assume, interpret, and carry them out themselves

The Basis for Promotions

Seniority is said to be the rationale for promotion by 10.3 percent of managers. Performance (72.7 percent) is claimed by a substantial majority of managers, whereas 17.0 percent indicate that criteria other than performance and seniority are utilized to determine promotions.

Organizations Having Formal Appraisal Systems:

A structured performance assessment system existed in all public hospitality enterprises. A formal assessment system is needed and should be implemented, according to 95.6 percent of respondents.

Who should be considered for the position of the appraiser?

- a) The case study discovered that in the open (public) sector, assessments are done by the superior and submitted for approval to a higher authority. Higher-level supervisors also jot down their thoughts on the assessments and pass them on.
- b) The level of appraisal of "first-line personnel" and "first-line supervisors" is considered vital, and it is suggested that they be assessed regularly.
- c) Around 71.7 percent of respondents said worker performance and 72.8 percent said first-line management performance should be examined regularly. This makes sense because these individuals have a lot of touch with hotel customers.
- d) 83.9 percent of staff and management believe their "immediate manager" is the best assessor of their performance evaluation.
- e) The management feels that using the client to evaluate staff performance is not a smart idea. Only 6.2 percent of managers say customers are the best judges of staff success.

How Frequently an Appraisal is made:

Supervisors have differing views on how frequently appraisals should be conducted.

- 1) According to 33.5 percent of managers, assessments should be issued "upon completion of a specified assignment."
- 2) The majority of respondents (27.8%) desired assessments to be done "semi-annually" and "after the end of the tourist season."
- 3) Annual assessments were favored by 19.7% of supervisors.

Performance Appraisals: Their Uses and Purposes

i. In The formal performance assessment system, 65.3 percent of managers said that it was primarily used for promotion decisions.
ii. Whether formal performance assessment systems were utilized or not in their firms, all participating supervisors in the study agreed that:

- It should be used for promotion reasons. (47.5 percent)
- 46.6 percent value performance recognition,
- 42.8 percent value training and development.

The Method of Performance Appraisal:

The raters assess and rate their supervisors on a variety of job and personal traits, including job expertise, initiative, thoroughness, analytical abilities, relationships with coworkers, clients, and superiors, appearance, attendance, health, general knowledge, and so on. The four-point scale rating system ranges from "extremely good" to "very poor," raters evaluate/grade subordinates on the aforementioned dimensions. The following are the preferences of the managers who responded to the questionnaire:

1. A comparison technique was favored by 27.5 percent of supervisors.
2. A free essay approach was favored by 22.7 percent.
3. 3.08.2% of people favor the critical incident method.
4. Forced-choice voting was chosen by 10.7%.
5. The present visual rating scales technique was chosen by 11.8 percent.
6. Management by Objectives (MBO) was favored by 20.1 percent of supervisors. Employee performance should be the foundation for assessments, according to the management. These replies demonstrate the managers' discontent with the present procedures in use and the need for more modern ways.

How can employees' performance be improved?

Individual worker training requirements are assessed through performance review. Most managers feel that training is critical to boosting performance. Supervisors were dissatisfied with their subordinates' performance and skills.

According to the findings.

- A. Formal training was deemed critical and necessary by 73.7 percent of managers to increase employee performance.
- B. On-the-job training was deemed necessary by 64.8 percent of managers.
- C. 63 percent of manager believes that providing an incentive to staff will drive them to enhance their performance.

Feedback on Performance Appraisal System:

It has been shown that firms that use a formal performance assessment system do not communicate the outcomes of the review to the employee. Face-to-face interviews and assessment forms indicated that the appraisal findings are kept top secret by the organizations. This method saves raters the hassle of having to defend their decision to a worker who may cause a problem. As a result, the worker continues to be uneducated. He has no idea how he did during the period. As a result, he will continue to perform or act in the same manner, and will not take any steps to better himself. The following are the research findings:

- 1) According to 83.3 percent of managers, the assessment findings should not be kept confidential. Only 16.7% of the executives preferred secret outcomes.
- 2) According to 53.6 percent of managers, whether the assessment result is favorable or bad, it should be disclosed to the employee.
- 3) Employee assessments should be available to all employees, according to 24.7 percent of managers.
- 4) 51.3 percent of managers felt the outcomes should be disclosed to the worker in writing.

- 5) The findings of formal interviews with employees are preferred by 27.4 percent of supervisors.
- 6) 26.2 percent of workers prefer that the outcomes be shared orally at staff meetings.

Performance Appraisal's Latest Practices have several issues.

The following issues were highlighted by the managers while using their present performance assessment systems:

- **Old & dysfunctional system:** Their organization's performance assessment system was out of date and ineffective. It requires major changes. It is discovered to be riddled with inevitable issues.
- **Confusion rating system:** The lack of course of action in the ratings is cited by the management. This was difficult for about 29.6% of the supervisors. For example, when rating a worker on the "basic knowledge" criterion, the raters are perplexed since they are not given a criterion or measure by which to distinguish between "very good" and "good" general knowledge.
- **The criteria's non-performance character:** The non-performance character of the criteria employed in assessments was the second most often mentioned issue. This was reported by 23.7 percent of supervisors.
- **Subjectivity:** Another issue raised by 20.5 percent of managers is the subjective character of the criteria.
- **Regency bias:** It was discovered to be the most commonly reported bias, with 41.5 percent of managers admitting to being duped by their subordinates' recent performances, and that the performance of their subordinates around the assessment period affects their ratings.
- **Halo error:** The halo mistake is the second most commonly reported error. Most managers believe that a strong or extremely weak trait of an employee on one dimension can impact the individual's overall evaluations.
- **Attribution errors:** By 21.7 percent, it is the third most commonly mentioned inaccuracy. Supervisors claim that external variables are to blame for their workers' good or bad performance.
- **Evaluation of performance is a difficult task:** 30 percent of top-level said it makes them feel entirely or somewhat uncomfortable. When it comes to ratings, an unhappy boss is more inclined to be generous.
- **Prejudice:** In response to the subject of whether evaluations are influenced by bias. 24.6 percent of managers who rate employees claimed their preconceptions regarding the person had a complete or partial effect on their assessments.

VII. CONCLUSIONS AND RECOMMENDATIONS

An organization, according to [12], is like a melody. It is made up of synthesized sounds rather than individual noises. The capacity of an organization to precisely assess the performance of its employees & utilize that information objectively to analyze as crucial resources are therefore critical to its success. Performance evaluation is an important procedure that evaluates the performance of workers in the business over a set period. Performance evaluation is a strategy that allows superiors to better understand the value of their people's resources and how

well they translate those characteristics into results. When utilized effectively, performance assessment may give management useful information that can help them make key choices. Performance assessment has been investigated in this study, and its applicability in the hotel business in Jaipur has been assessed. The study's findings suggest that the value of human resources and the significance of performance reviews in the hospitality industry should be better understood. Following are some recommendations for performance assessment techniques in hospitality firms based on the findings of the research:

1. The purpose of the performance appraisal should be related to the job and it can be used to evaluate employee and supervisor performance. Non-performance criteria should be avoided.
2. The industry is mostly seen employing obsolete and unrevised performance assessment methodologies optimistically. They must be replaced by more modern approaches, but before choosing the new methodology, the institutions must first determine the aim of the assessments.
3. Different assessment techniques should be customized and used for different groups inside the business. Workers can be divided into two groups: managerial and non-managerial, or those who have a lot of client contact and those who have a lot less.
4. A successful performance assessment system begins with a clear job description. The job descriptions need to be updated and enhanced. Every employee should be aware of his or her responsibilities. The job descriptions should detail the tasks, responsibilities, expected outcomes, and behavioral expectations.
5. Employees should be aware of who will be evaluating their work. Multiple raters are currently participating in the procedure under current practice. This may be appropriate since it mitigates the troubling effects of biased judgments.
6. According to the poll, supervisors dislike "client assessments."
7. Clients' opinions on the quality of service, on the other hand, can be utilized as input to the assessments.
8. The present yearly appraisal procedure may be maintained. Instead of using the calendar year as a year-end, the conclusion of the tourism season would be a preferable option. After the tourism season is over, each employee should be given information regarding their strengths and flaws. This will aid in their preparation for the next season.
9. Yearly evaluations, on the other hand, must be accompanied by daily coaching and counseling. This is because the defensive reactions to assessments will rise as the period between performance and behavior increases.
10. The outcomes of performance evaluations should not be kept a secret. The employee must be informed of the appraisal results.
11. Interview skills should be taught to managers. The interviews should be conducted in a welcoming environment. Employee performance should be improved in whatever way possible.
12. The utilization of the evaluation results is the most crucial aspect of any performance appraisal system. The high-performing employee should be rewarded.
13. In the case of a bad performance, figure out why they failed and strive to eliminate those elements. If a person lacks the requisite skills and abilities to execute the job, training and development should be offered.
14. If low performance is discovered to be attributable to a motivational issue, methods for inspiring the worker should be investigated.
15. Never forget that the ultimate goal of management is to improve employee performance to increase profitability, growth, and excellence in the organization.
16. This study looked at performance assessment as one part of HRM in the overall management system of Jaipur's hospitality companies. This topic is seen to be extremely important in this business. It is anticipated that our study may contribute to this vital, sensitive, complex, gorgeous, and majestic enterprise in its little manner.

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