

# EMPLOYEE ENGAGEMENT MODELS: ELEVATING SERVICE EXCELLENCE IN FIVE-STAR HOTELS

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## Article Info

## ABSTRACT

### Article history:

Received Jun 07, 2026

Accepted Jun 18, 2026

Published Jun 30, 2026

### Keywords:

HR Practices

Turnover

Retention

Hospitality Industry

*The hotel sector has a global problem with increasing workforce turnover. This is one of the biggest hotel industry issues. The Indian hospitality business lacks qualified workers with the right education and experience. High personnel turnover costs the company money in recruiting and training, poor performance and morale, inefficient service delivery, and lost revenue. Human resources policies improve organisational performance. Several studies have shown that well-planned and implemented HR practises may reduce employee turnover. Only if such practises are implemented. This research examines hotel HR practises and retention. This research also assesses the areas of knowledge related to HR practises that are specific to the hotel sector to help academics explore the depths of these practises. This study focuses on hotels and restaurants. "As cyclical and seasonal demand, reliance on low skilled workers, transnational chains vs domestic" firms, ownership, variability of company size, and services offered are these areas of competence. This article also covers sector-wide topics like global chain companies.*

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## 1. Introduction:

Human resource practises contribute to the success of a company by ensuring that personnel continue to feel satisfied with their working circumstances and remain engaged in their jobs. "HR practises" is the term used to refer to HRM systems that have been implemented in an organisation with the goal of recruiting, managing, and retaining employees. Huselid 1995 included a total of thirteen HR practises in his research in order to evaluate the effectiveness of organisations in relation to employee turnover. He made the startling discovery that twelve out of the fourteen HR

practises had a substantial connection with just one metric of organisational success, and that metric was the turnover rate of workers who did not hold managerial positions. Huselid came to the idea that employee turnover is a reliable measure of the performance of a business. This exemplifies the enormity of the influence that employee turnover has on the bottom line of hospitality companies. This study is to make "an attempt to consolidate the previous research on HR practises in the hospitality industry and" the impact that such practises have on employee turnover. The objective of this study is to make an attempt to compress the prior research.

The Human Resource administration (HRM) system of an organization is necessary because it permits efficient administration of that organization's human resources as well as the creation of employee retention and satisfaction initiatives, both of which are particularly important in the textile industry. When it comes to the functioning of the company, the realm of Human Resources is of the utmost significance. This study will give greater understanding of the HR strategies and how we can use those strategies to retain workers. It will also provide information about how we can use those strategies, and it will provide information about how we can use those strategies. Because firms' human resources are of such critical importance, such organisations should make every effort to maintain their current staff members.

## 2. LITERATURE REVIEW

Asamoah Appiah Williams and Eugene Owusu-Acheampong (2016) conducted an" in-depth research on Human Resources practices in Ghana, covering Selection, Training, Compensation, and Career Development Practices, with the involvement of 400 workers from 40 different hotels. The study covered topics such as Selection, Training, and Career Development Practices. The outcomes of the study indicated that low levels of both training and compensation were factors that related to an increased risk of quitting one's employment.

Salih Kusluvan, Zeynep Kusluvan, Ibrahim Ilhan and Lutfi Buyruk (2010) concerned with human resource management, there were two main schools of thought that existed. 1.Independent HR practices, and 2. Groupings of HRM. The tourist and hospitality business fails to develop employee loyalty, contentment, and motivation since its human resource practises are not conducted as effectively as those in other industries, and as a result, the industry cannot compete with other industries for talent. It is common knowledge that the sector has a bad track record when it comes to human resource practices and that it handles people in an antiquated and immoral manner. In addition, it is commonly recognized that the sector has a poor reputation. The primary causes of poor human resource management include a large labour pool, a pool of workers with low skills who are easy to replace, "competitive pressure on organizations, a lack of unionization, hypocrisy on the part of managers and owners, high costs and small profit margins, unstable and insufficient demand, and seasonality in business. All of these different aspects have a direct bearing on the manner in which the human resources are handled. The corporate world has a well-earned reputation for selecting employees based on their gut impulses rather than following to tried-and-true procedures such as formal interviews and mental aptitude testing when it comes to the hiring process. Practices such as selective staffing, equal remuneration and benefits, employee engagement and empowerment, enhanced working environment, effective leadership, and clear vision are all practices that can help reduce employee turnover".

S. Nivethitha, Lata Dyaram& T.J. Kamalanabhan (2014) analyzed the effects that a company's HR practices have on employees' psychological contracts and the effect that this has on employee turnover. Specifically, we will focus on the relationship between employee turnover and psychological contracts. The model that was developed takes into

account four distinct practises pertaining to human resources, all of which are related to one another and depending on one another. These four practices are as follows: recruitment and selection, training and development, performance evaluation, and compensation and benefits. Because of its link to employee performance, absenteeism, and attitudes towards work, the recruiting process has the potential to contribute to the establishment of a psychological contract between the employer and the new hire. Employees are more likely to have the intention to leave the company if the company's hiring practices are poorly defined and have a tendency to hire people who are a fit for the job rather than for the organization, as well as if the company has a poor training programmed and conducts internal recruitment. On the other hand, employees with an intention to leave the company are less likely to be selected through the use of realistic job previews. When traditional methods of instruction, such as on-the-job training, are applied, as well as when insufficient training programmers are made accessible, the quality of the training may be negatively impacted. Within the framework of the training relationship, the tasks and responsibilities that each party is expected to fulfil should be outlined in a psychological contract. An enhanced working environment in terms of salary and perks can help with employee retention when measured against the wages and benefits provided by rivals. On the other side, turnover will be caused by the salary and perks that rivals provide to their employees. Numerous studies have found a correlation between an organization's level of compensation and its overall level of performance. According to this research, employees are motivated to perform better when they receive higher pay and other benefits. An interactive process between the firm and the employee is what ultimately results in the formation of relationships between workers as well as psychological contracts. The human resource practices of recruiting, training, performance assessment, salary, and benefits all play a role in shaping this process. Another method in which HR practices have an influence on the performance of an organization is by contributing to the establishment of more structural and operational efficiency. According to the conclusions of the study, enhancing employee future performance may be done through efficient practices of employment recruiting and selection, opportunities for training and career development, regular performance evaluations, and financial and non-financial bonuses. All of these can be combined to create a more favorable work environment for employees. There is a consensus among most people that compensation is one of the key variables that contributes to high turnover rates. A reduction in the number of workers who wish to leave the firm as well as the number of employees who actually leave the organization will result in a reduction in the amount of time and money spent on recruiting new employees, as well as the costs associated with training new employees.

Parag Arun Narkhede (2014) focused on the restaurant service employees in the city of Jalagon in order to establish the elements that lead to employee turnover in addition to the effect of recognition from supervisors and new hotel openings. The purpose of this research is to better understand the restaurant service workforce in Jalagon. According to the research that has been done up until this point, the processes of orientation and socialization, "ad hoc recruitment and selection procedures, discrimination in the workplace, a lack of opportunities for training and development, management styles, organizational commitment, competition, and organizational culture, labour shortage, stress and burnout, the seasonal nature of the industry, and job dissatisfaction are the factors that have been identified as having a negative impact on employee retention and job satisfaction. The hotel incurs direct expenses as a consequence of higher recruiting and training of new workers; intangible costs, including productivity losses due to unfamiliarity with the workplace; and poor service quality as a result of insufficient personnel; these

costs all come as a result of increased recruitment and training of new employees". These repercussions have a wide-ranging and extensive influence on the financial status of a hotel. There will be an increase in direct expenditures due to the increased need to hire and train new staff. According to the findings of a number of studies, there are a range of intervention procedures that have the potential to influence employee turnover. These procedures include of employment placement and orientation, evaluation of work performance, as well as ongoing education and professional development. A sign of limited opportunities for advancement and promotion at lower levels of employment is the presence of a large number of unskilled and unskilled workers in the workforce. This results in worker mobility out of that business and into one that affords better career choices, which leads to an increase in employee turnover as a result of the personnel leaving that organization. The author draws the conclusion that there is a lack of motivation in the business as a whole; opportunities at other respected hotels increased the intention to go as a consequence of discontent produced by a combination of circumstances. Revising salaries so that they are in line with market trends and introducing group insurance plans may be a partial solution to the problem. This will help to reduce the loss of goodwill that may happen in the future as a consequence of problems with the quality of service.

GayaniHewagama (2015) discussed the challenges that the hospitality industry must overcome, as well as the HR strategies and best practices that are applicable to the context in which it operates. The findings indicate that organizations operating in this sector make use of a wide variety of HR strategies. Hotels, for instance, combine numerical flexibility with externalized forms of labour, as well as functional flexibility with high-commitment HRM. Another example would be the combination of functional flexibility with numerical flexibility. Even the greatest hotels have strategies for temporary employment and make use of contingent staff in order to fulfil the various requirements that are posed by their clientele. One strategy that may be used to maintain a supply of mobile personnel at a cost-effective level is the use of numerical and temporal labour strategies. This can be accomplished in a number of ways. On the other hand, the use of temporal labour strategies may make it more challenging to be flexible with functions. The low pay and limited opportunities for training that are offered to temporary workers will directly lead to a decline in the quality of the services that are delivered. Moreover, this decline will be permanent. In the hotel business as a whole, a method for reducing costs as much as possible is often applied, and a substantial amount of emphasis is placed on maintaining numerical flexibility. On the other hand, large-scale luxury hotels have adopted more regulated and systematic practices and policies for human resource management in order to obtain functional flexibility. This approach helps to reinforce the behavior, abilities, and attitudes of service professionals, which ultimately has a positive impact on the quality of service that is provided. The enhancement of the employees' abilities has a positive influence on the overall quality of the service they provide. Functional flexibility may be increased by training that includes several roles and domains, which also has the added benefit of reducing staff turnover rates. Work rotation, job enrichment, cross-functional training, and multiple hiring of staff members are further ways that hotels are able to keep their operations flexible. Investing money in activities that offer employees with training not only helps people grow their careers but also has the potential to contribute to an improvement in the quality of the product or service. The author suggests that the most effective strategy for the hotel business would be to make use of a variety of diverse labourpractices, including both functional and temporal/numerical flexibility practices. This would be the most successful technique for the hotel sector.

Dora Martins, Susana Silva, Candida Silva (2017) analyzed the practices of human resource management are a collective term that refers to the specific actions taken by businesses in order to lure new employees, inspire existing employees, retain existing employees, and develop their workforce. In order for practices related to human resource management to be truly effective, they need to be coordinated and incorporated into the overall strategy of the company in an acceptable manner. The author conducted a quantitative analysis on a total of 133 Portuguese businesses, 33 of which were in the hotel industry and 95 of which were in other activities-related industries. The objective of the study was to determine the HRM practices, the level of participation of the HR department in the development of HRM practices, and the differences in the HRM practices that are utilized by companies in the hospitality sector in comparison to those that are utilized by companies in other business sectors. The results of the study indicate that the practices that are most commonly used in the hospitality sector include recruitment and selection, training, attendance and absenteeism control, communication and information exchange, and implementing direct compensation practices and staff retention more seriously. The four key HRM projects that hospitality firms seek to develop in the near future are investments in training, improvements in working conditions, development of employee relations, and investments in internal communication. These are all areas that the organizations want to enhance. All of these are activities that are anticipated to be carried out by these companies. It has come to our attention that the leadership of the company does not now view the expansion of the human component as a cause for worry.

### **3. RESEARCH PROBLEM:**

In today's modern business world, many companies face the issue of maintaining satisfied and involved workforces. It is the obligation of organizations to retain valuable individuals who are also knowledgeable in their fields. Because there are so many businesses that do not appreciate the contributions made by their employees, such employees regularly hunt for better possibilities elsewhere and as soon as they find them, they quit their existing employment. In this context, strategies that include the utilization of human resources might be helpful in terms of retaining workers. Every organization must have a Human Resources (HR) department as one of its core components. It is feasible for HRM strategies to have a large influence on how workers feel about their employer. If managers demonstrate to their staff in a positive way that they care about their employees, the advantages to the business will be significantly increased. Research will be carried out in order to discover how factors like as performance evaluations, employee empowerment, employee training and development, salary, and other employee perks impact employee retention rates in order to find a solution to this problem.

### **4. Factors Influencing HR practices and Employee Retention in Hospitality Industry:**

#### **Employee Retention (ER):**

In this day and age, it is absolutely necessary for companies to keep their present staff members on board. According to Freyermuth (2007), the process of employee retention begins with the selection of the appropriate persons and the adoption of various strategies or programmes aimed to keep workers engaged and motivated in their job. Other factors that play a role in the process include compensation, benefits, and working conditions. With the passage of time, there has been a trend towards improving employee retention, which may be ascribed to rising trends, industrialization, and expanded job possibilities. This may be because of the fact that people have more work options

available to them. According to Nasir and Mahmood (2018), workers who feel that they are not treated the way they ought to be treated according to their level of experience, knowledge, and abilities have started looking for other employment opportunities. Organizations have a responsibility to maintain its staff members because of the skills, knowledge, and expertise that they possess.

#### **Employee Empowerment (EE):**

Hunjra, Ul Haq, Akbar, and Yousef (2011) gave the definition of empowerment as "an important and fundamental aspect for successful business growth, achievement, and productivity." According to the findings of the research conducted by Meyerson and Dewettinck (2012), the most significant characteristics of employee engagement are participation in decision-making, trust in leadership, and personal drive. According to Saif and Saleh (2013), it is a method that gives workers a voice in the decision-making process by delegating certain levels of authority to those workers. To retain people on staff in the textile industry, one of the HR practices that may be employed is employee engagement (EE). EE stands for employee involvement. Employees are given the ability to make some decisions, and they are also given the option to participate to the process of decision making by presenting recommendations or expanding on their opinions about a specific condition. In addition, employees are given the opportunity to make certain decisions on their own. It is common for workers in the textile industry to indicate that they do not feel highly powerful, which may help explain why these workers are more prone to quit their employment when they are experiencing emotions of uneasiness. Previously, Huxtable (1994) defined empowerment as "an authority provided by organization to its employees for daily job activities dealing." This concept was used to characterize employees' ability to make decisions regarding their own work.

#### **Employee Training and Development (T&D):**

It would seem that the current market environment incorporates the development of technology as well as the globalization of different markets. When confronted with conditions as challenging as these, companies have no option but to look for any and all possible answers to the problems they face. According to Elnaga and Imran (2013), when put in this perspective, the talents and expertise of employees become absolutely necessary for the organization's ongoing progress and performance. Beneficial training and development programmers are one of the ways that quality improvement of workers can be done, which is crucial given the requirement of quality improvement of employees. This is one of the ways that quality improvement of workers can be accomplished. According to the conclusions of a study that was carried out by McKinsey (2006), the talents, expertise, and capacities of an organization's brilliant individuals are the most essential factors in determining the company's level of competitive advantage in today's global markets. According to Meyer and Allen (1997), it is vital for all members of an organization to engage in trainings in order to successfully increase their capabilities, skills, and knowledge. This is because participation in trainings allows for an organization's members to share information and learn from one another. When it comes to the textile industry, keeping staff motivated and keeping them feeling positive about the company may be helped by giving them options for training and growth. They will become more skilled and expert because training will build more skills in them, and they will have the opportunity to get promotions on the basis of their abilities if training is going to be performed repeatedly after a given length of time. If training is going to be conducted repeatedly after a particular length of time. Employees will become more skilled and expert if training is going to be performed frequently after a specific period of time. This is because training will create more skills in

them. If training is going to be conducted repeatedly after a particular period of time. Employees will remain interested in their work when they are aware that they will receive a promotion once a certain length of time has elapsed, which will discourage them from exploring alternative career paths. According to the results of the investigation that was carried out by Hafeez and Akbar (2015), the level of performance of an employee is able to significantly enhance as a consequence of obtaining recurrent training.

### **Compensation:**

When it comes to retaining people, remuneration is one of the most essential tools that businesses have available to them in their arsenal. There are a variety of elements, both internal and external, that might play a role in compensation. It shows that the organization may choose to pay its workers with nonmonetary incentives, such as letters of appreciation, monetary advantages, such as allowances or cash, or a mix of the two types of compensation, or it may choose to pay its workers with a combination of the two types of compensation. According to the findings of a number of studies (Cho, Woods, Jang, & Erdem, 2006; Milman, 2003; Milman & Ricci 2004; Shaw, Delery, Jenkins Jr., & Gupta 1998; Walsh & Taylor 2007), the amount of an employee's wage plays a significant part in determining whether or not they remain with an organization. It is possible that one of the most critical factors in an organization's capacity to keep its competitive edge is its ability to keep skilled and experienced employees. In this context, consideration should be given to a variety of factors, including appealing salary packages, leave policies, incentives, promotions, and so on. If the textile industry wants to continue to attract and retain a growing number of skilled workers, it must improve its compensation practices and benefit packages. One of the key reasons employees do not behave loyally towards their companies and instead switch professions is because modern enterprises do not place an emphasis on the advantages that may be provided to their employees. It is possible to maintain a high level of employee commitment to the company by providing suitable compensation, which, in turn, motivates people to provide outstanding performance and maintain a good attitude. It was shown in the research conducted by Walker (2001) that showing employees that they are appreciated in any way, whether it be by their coworkers, customers, or superiors, will encourage them to remain loyal to their places of employment. This holds true regardless of the form the appreciation takes. According to Davies (2001) and Silbert (2005), businesses are able to compensate their employees in a number of different ways thanks to the possibilities that are accessible to them nowadays. Awards, incentives, allowances, and certificates of appreciation are just a few of the several possibilities available to you here.

### **Performance Appraisal (PA):**

The term "performance appraisal" (PA) describes the method through which businesses assess the usefulness of their employees and is abbreviated as "PA." The process of evaluating performance offers unplanned as well as regularly planned opportunities for obtaining feedback, which ultimately serves to drive greater levels of productivity. Many businesses engage in the practise of conducting employee performance reviews with the goal of assisting workers in being more effective in their jobs. Reviewing the performance of employees on a regular and periodic basis may help uncover any performance flaws, and providing employees with opportunities to participate in training can assist them in overcoming such deficiencies. When a company discovers that one of its employees has been doing poorly, the typical response is to terminate that person's employment. However, if the business conducts performance reviews in addition to training and development sessions, the firm will be able to maintain its workers. In the textile industry, businesses need to work on evaluation systems since skills are obtained via training. If, however, organizations

dismiss employees based on the basis of unsatisfactory performance, then the organization will lose both time and money in the form of hiring charges. According to Aldamoe, Yazam, and Ahmid (2012), one of the primary causes of high employee turnover is the failure of firms to invest sufficiently in their workforce. This indicates that businesses need to train their employees in order to reduce the amount of money they spend on these charges. Research conducted by Lee and Lee in 2007 and 2005 found that there is a positive association between performance evaluations and the rate of employee retention. This correlation was found to be significant.

#### **Perceived Supervisor Support (PSS):**

PSS puts a significant amount of effort into ensuring that current employees stay on board with the company. There is a rise in the degree of loyalty and attachment that employees have towards their company if there is a pleasant and strong relationship between subordinates and supervisors. A sizeable proportion of workers hold the opinion that their managers and supervisors support them and behave favorably towards them in some way. According to the findings of Eisenberger, Fasolo, and Davis-LaMastro (1990), supervisors who build a positive image in the minds of their subordinates motivate those subordinates to provide their best effort in all of the tasks, assignments, and projects for which they are responsible, as well as provide the organization with improved levels of service and output. In addition, supervisors who build a positive image in the minds of their subordinates are more likely to be viewed favorably by their subordinates. But in textile firms, managers strive to exercise control over their employees and do not conduct pleasant towards employees, which leads to employees being unwilling to speak with supervisors. This is because employees see supervisors as trying to impose control over them. As a direct consequence of this hesitation, many issues are left unresolved, and as a consequence of that, individuals start looking for other professions. According to the findings of study that was carried out in 1995 by Greenhaus, Callanan, and Kaplan, it was revealed that employees are more engaged and involved in the tasks they are performing when they have good and open communication with their managers. It has been proven by Ali, Saleem, Bashir, Riaz, and Sami (2018) that the leadership style of supervisors has a beneficial impact on the decisions of workers about whether or not they will burnout. This was found in relation to the question of whether or not they would experience burnout. According to Roepke, Agarwal, and Ferratt (2000), the establishment of a relationship between a supervisor and his or her subordinates will aid in the improvement of workers' talents and competencies, which in turn will result in employees sticking with the organization for a longer length of time.

#### **6. CONCLUSION:**

In order for companies to stay up with new trends in hospitality sector, they need to keep their employees, and they need to retain them based on the skills, knowledge, and competences they possess. In other words, businesses need to keep their personnel because they want to keep up with developing trends. It is feasible for HRM strategies to have a large influence on how workers feel about their employer. If managers demonstrate to their staff in a positive way that they care about their employees, the advantages to the business will be significantly increased. The purpose of this study is to explore the influence that HRM practices have on emergency response. ER is significantly and significantly impacted by a variety of parameters, including EE, T&D, compensation, PA, and PSS. In addition, the moderating effect of PSS occurs between T&D, compensation, PA, and ER, but it does not exist between EE and EE. This effect does not have an impact on EE. Employees may feel more at ease about completing their tasks and meeting their deadlines if they are provided with PSS, however this is not necessarily something that adds to employee

retention or engagement within a company. Because of this, in order for businesses to keep up with shifting trends and enhance their overall organizational performance, they need to use HRM practices that are geared towards keeping staff.

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### ***Cite this Article:***

**Udaidip Singh Chauhan, Dr. Vikas Rana and Dr. Tarun Bansal, "FACTORS INFLUENCING HR PRACTICES AND EMPLOYEE RETENTION IN HOSPITALITY INDUSTRY", *Ved International Journal of Arts, Commerce and Technology* (VIJACT), ISSN: 3139-1656 (Online), Volume 2, Issue 6, pp. 30-39, Jun 2026.**

Journal URL: <https://vijact.com>

DOI: <https://doi.org/10.65785/vijact.v2i5.55>