
A Brief Study on Human Resource Practices of Hotel Employees and its Impact on Employee Retention

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Abstract

The hotel industry is suffering from Sevier problem of high turnover and has now an adverse effect on the performance of the organisation. Especially in Delhi NCR the industry turnover has gone higher. It's around 30-35%. Being the skill and labour oriented organisation hotel industry need to look back and need to work on the policies to retain the employees. Some of the reasons are among the odd working hours, family suffering, blue color jobs and competitive low remuneration. Even the 60 % new joiners leave the organisation within two year. Employees equipped with high skill and knowledge are leaving the organisation for little margin. Even many of them are migrating to abroad for better career and money. Various researches have already alerted the hotel management for the upcoming shortage of skill manpower and suffering from the shortage. Employee's retention is now a day's biggest challenge for the recruiter and they are looking for the various ways to reduce the employee turnover which is the highest if compared with other industry. it's not that all hotels are not working toward the retention of employees some of the hotel chain like TAJ, OBEROI, MERRIOTTS are doing the tremendous work for the retention of the employees. Even some of the companies are listed in best employer category.

Keywords: Satisfaction, Retention, Mobley Theory, Practices, Remuneration And Human Resources.

Introduction

The industry is known for labour intensive and characterized for small scattered unorganized players, operations, is effective drastically by the political and economic activities in surrounded area.it is seasonal

The arrival of foreign tourist and rising of the domestic or inbound tourism and other like the foreign tourists arrival for various purposes create the demand for the rooms and other facilities in hotel primarily along with other factors. The growth of the economy due to the global awakening has caused the rise in demand for the foreign tourists tremendously, which has caused the rise of business related activities in India and abroad.

Estimated manpower requirement in hospitality industry by 2021

	LUXURY	FIRST CLASS	MID MARKE T	BUDGE T	EXTEN DED STAY	TOTAL
Room Required in 2021	21,187	37,834	70,761	45,810	4,540	1,80,133

Ratio of manpower to room	2.70	2.11	1.52	0.72	1.50	
RATIO BREAK DOWN						
Mangers	0.35	0.26	0.19	0.09	0.18	
Asstt. manager	0.30	0.28	0.20	0.13	0.20	
Assistant	2.05	1.57	1.13	0.51	1.12	
Additional requirement in 2021	57,206	79,831	1,07,556	32,983	6,810	284386
Manpower break down						
Mangers	7458	9807	13378	4102	837	35582
Supervisors	6265	10592	13913	5743	904	37416
Associates	43482	59432	80266	23138	5070	211387

Human Resource Department of hotel industry and policies.

This research is aimed to analyze the working condition of the employees in hotel industry along with the application of effective and fruitful tools of human resource within the organization on them. Also to conclude the human resource practices going on in the hotel industry and to compare it at par with other industry so that a better working condition and congenial atmosphere can be created which allows the employee to show more productivity in hotel industry. In today's rapidly changing business environment, well defined H R practices are necessary for organizations to ensure that employee's requirements are fulfilled accordingly. Therefore, for the benefit of organisation there is a need for concrete human resource policy in organisation, it can be rightly utilized and acted to timely retain the valuable employees as per future requirement so that the good employee retain and work for years and years. The first step in the efficient recruitment process is to create the suitable policy for employee and better human resource practices. A clear and concise policy is the integral part of sound and strong human resource practices.

Hotel industry is in fact a labor base service industry where the human skill plays a very vital role for performing. Therefore In hotel industry its essential to have a right process of human resource practices and development otherwise the wrong policies of retaining the people will adversely affect the productivity of the industry. At present hotel industry is facing an acute shortage of skill manpower for consistency and quality output. In NCR it there are more than two hundreds hotel exist of star category.

Hotels although having a permanent staff of its own but the attrition rate are also very high. Mostly the staff turnover is due to the low package and working condition of the areas. As nature of the hotel industry is different from others industry, like it is 24*7 hrs base industry means they require staff all the time. Second the facilities available in most of the hotel are not at par with other industry. Long workings hours, blue collar work nature and continue shift are some of the important issue those are being faced by the industry.

About Delhi NCR

Being the capital of the country Delhi role is very vital in the growth of the industry. Even the hospitality industry in Delhi NCR has shown a tremendous growth. With more than a population of 19 million Delhi per capita incomes is 3.29 lakh approx. while the population of NCR is 16.8 million. Which is second highest in India registered a growth of 11%. In 2017-18, its GDP witnessed a growth of 11.22% annually and contributed almost 4.5% to the GDP of country.

NCR at present has more than 25,000 rooms available in the both sectors organized and unorganized segments, combined. Adding to this fortunately 75 % of room available of available rooms is from the authorized hotel. Also the share of hotel in city is represent in following way

Delhi 60%, Gurugram 22%, Noida and greater Noida 13%, Faridabad 4% with an addition of approx. 9% inventory

Followings are the part of required H R Policy-

1. Fair wages and compensation –wages and compensation are one of the important conditions for working in any organisation where every employee expect a fair and justified compensation for the job he is doing. Any racism or partiality in terms of employee like man vs women, nepotism, halo effect, favourism due to personnel reason will cause the employee to be demotivated.
2. Job security –Especially in Indian private organisation job security is most important issue and fear among the employees.one can be removed from the job in case of inefficiency, loss of company, retrenchment, cost cutting and technology change.
3. Job description – is the document required where the duties and responsibilities are mentioned in clear form. Every employees need clarity of the job and it helps in ascertaining the proper delegation of responsibilities and duties. It helps in avoiding jargon and multitasking. Even it helps the organisation also in deciding the role and assist in further promoting.
4. Training and effectiveness- in today era where the technology is changing with speed and software and artificial intelligence is taking place. Therefore every employees needs to enhance the present skill and knowledge to remain in the rat race. Therefore time to time training is required to upgrade the skill and technology. Training can be organized as per the feedback through internal or external resources and should be a continue process.
5. Working hour as per norms is necessary for the satisfactions. Also if someone works beyond define working hours he must be compensated accordingly.to days off and leave on festivals and sickness helps in creating the better service condition.
6. Benefits and allowances- bonus, allowances, on various occasion are the most important factor for motivation where all employees expect to get maximum benefits and allowances in the growth of organisation from time to time.
7. Health and safety related issues- especially in places where there is a threat to the health these issues are very important for the hotel employees like OSHA (occupational safety and hazard analysis) is important part of hotel safety procedures. Safety audits are also helps in determining the hazard related issues for the employees.
8. Behavioral Treatment at work likes recognition and appreciation play an important role in creating the good mental health. this is one of the important non-monetary rewards like appreciation and recognition. As earlier we have mention STAR recognition for the employees in hotel TAJ where the good employees is recognised and awarded.in many hotel such programmesare very beneficial where the impact indirectly to the guest can be seen.

9. Discriminations among the work kill the instinct for the motivation. And discrimination like gender, colour, cast or regional base is dangerous for the organisation.
10. Gender related issues- female employees should be encouraged to raise and equal opportunity helps in creating a good image of the organisation. Facilities related to female employees like crèche, transportation, safety, protection from harassment etc. are important issues.
11. Participation in management –employees should be given an opportunity to participate in management decision. It helps in getting the feeling of own organisation and keep transparency in every decision of management. Time to time seeking advice from the employees and involve them in decision will act as an stimulation for the management.
12. In-house Facilities like washroom, restroom, creativity room, lockers, transportation, and meal etc. are important for the better productivity. Various research like heathrown research are focused on these facilities and has an good impact on the productivities.
13. Applicability of statutory norms like bonus, gratuity, provident fund, minimum wages etc. are essentials. These norms have been define by the various act of government of India and are necessary to follows. Even in case of government sanctioning in certain procedures fulfilling of norms helps a lot.
14. Long term Career growth like promotion, transfer etc. is important for the employees’. It creates the high morals among the employees to work better and intelligently.
15. Prevention of Sexual harassment for the women is another legal requirement and as per norms is essential. Every organisation has to set a committee to look after the sexual harassment cases and it helps in creating the safe working environment among the female employees.
16. Grievances handling –where every employee has the right to report for the grievances against other person to the management. It helps in resolving issue between two people and creates the smooth working environment.
17. Growth for opportunity –like higher studies, nomination for development, research and funding in experiments helps the employees in better growth.

Literature Review

In paper published on “The impact of HRM practices on service quality, customer satisfaction and performance in the Indian hotel industry” by Dr.Mohinderchand, 2010 a survey of five star hotel employees and customer was made to relate the impact of hotel employees and customer satisfaction. The result of the data analysis shoe that the customer satisfaction and growth can be achieved by good human resource practices and it can be very important tools for the management to determine the customer value and loyalty. It is very important study to analyses the need of human resource practices in such a cut throat competition and highly fragmented and challenging market.

In 2008 paper “Human Resource Management, Job Satisfaction, Morale, Optimism, and Turnover” by Gangaram Singh In international journal of hospitality and tourism administration ‘nine human resource practices in 46 hotels were analysed and it was analysed that hotel has used training and development technique to bring the employees on acceptable form for organisation. Also the nine human resource practices those were recognized were found to be very effective tools. These have an impact on loyalty, performance and the long stay in the organisation.

In an article published by menkarao in 2015 about the employees working condition in retail sector, she has mentioned that there is terrific working condition for the employees of the retail sector in India. They are not even paid the minimum wages. Also the working hours are more than the described by the labour laws. Even in those cases they are not paid the sufficient overtime. Due to the seven days open many sales person are forced to work beyond hours and occasionally leaves are

given. On festivals also they require to work. It has created a direct health issue and many workers re complaining for chest pain, leg swelling and high BP and other risk. There is no special facilities for the employees and they are also responsible for the theft and other loses even if done by the customer resulted in the huge pay loss. There is less chance of promotion or good increment. Even there is no fix policy on development of the employees. Ultimately the futures of these employees are in dark and somewhat government is also responsible for the same since the owner break the labour laws.

Mobley model and turnover.

Mobley model (1982) is consisting for seven steps which include the employee's dissatisfaction and then start looking for the alternative. Actually the problem starts with the type of industry where human skill is very important and human satisfactions never end with the time. According to MacIntosh & Doherty, 2010; Lam et al., 2003; Robinson & Beesley, 2010; Martin, 2011 whenever an employee intent to quit the organisation, he then look for other available jobs or opportunity. It happened when he start feeling of level of dissatisfaction after some time due to various reason with the current position. In another study March & Simon (1958) regarding the quitting of job the outcomes were that the employees don't take decision in early stage and he considers his decision several time. And finally he made his mind to quit the job and shifting to another one. This was also supported by Bowen & Siehl, 1997 in their study. According to Price (1977), there could be the steps of action could leads to programs developed by experts and financed by large amounts with the goal to solve these problems so that they don't become a major issue and major reason for turnovers. These steps are

1. Job satisfaction can make the employee to initiate thinking about quitting
2. Evaluation of benefits for switch over of the job.
3. Considering the loss and gain of quite job
4. Actual start looking for the alternating job.
5. Person start to look for the same position with the evaluation of its acceptability
6. Comparison of the alternative job with present job
7. A desire for the change is created with action and lead to employee turnover.

Objective of Study

- to analyse the effect of existing human resource practices on employee's turnover.

Research Methodology

A questionnaire is prepared on the basis of following parameter with 200 respondents from hotel industry. The analysis is based on these questions which lead to the employee's satisfaction and turnover of hotel in Delhi NCR.

- Have you decided to stay long with yours current organisation.
- If you want to leave the organization, the reason would be organisation policies? Do you think the employee welfare systems like medical, P.F., fringe benefits etc are good for you?
- Will you rate the total compensation you receive compared to what you could receive for similar work from another company in this area is better?
- Do you think that your knowledge and skill can be better utilized in another organisation?

The focus is on the long term relation and loyalty with organisation in future. Since turnover is critical problem and need to be resolved.

Sampling and Data Collection

The hotels identified are those recognized by the Indian Ministry of Tourism and are of five or four star level only. These hotels have all proper infrastructure and approval from the Government of India and have displayed positive results in the field of hospitality. These sample hotels maintain the proper base and resource for the formal data collection of any relevant research related to hospitality or human resource management. As a primary data collection, a total of 430 samples were recognized and were contacted telephonically for the personnel interaction. However, only 200 respondents were contacted for the positive reply.

Dependent variable- HR Policies and Employee Turnover ; Tool – Regression

Independent Variable-

1. Valuing the relationship of compensation according to performance is appropriate and balanced?
2. Have you decided to stay long with your current organization.
3. If you want to leave the organization, the reason would be organization policies?
4. Do you think the employee welfare systems like medical, P.F., fringe benefits etc are good for you?
5. Rating the total compensation if compared the compensation received for similar work with any other company in this area is better?
6. Do you think that your knowledge and skill can be better utilized in another organization?

1. Relationship between the amount of compensation received and your performance is appropriate and balanced

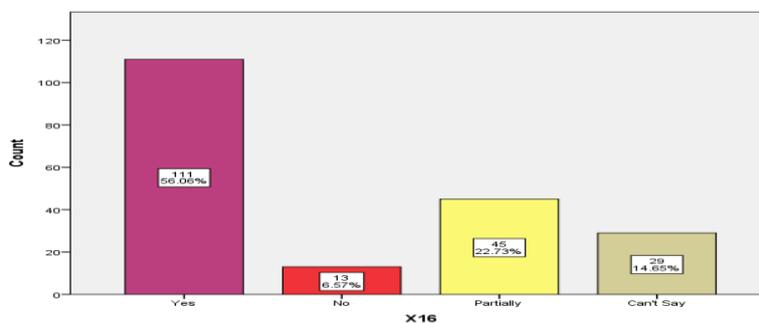


Figure 1.1 graph detail of response

Analysis

1. 56% are good numbers to be in favor of compensation with work.
2. 6.5% can be verified and need to be discussed.
3. 22.7% partially means either they know that they deserve the same however it's difficult to accept. therefore they don't want to comment. it's the maximum or looking for change.
4. 14.6% don't want to comment means they are not happy. Matter can be discussed with them but either they are looking for the change or they are neutral to the fact.

As per the hypothesis -

- Gender wise there is no change in opinion
- Age wise also there is no change in opinion
- Salary wise also there is no change in opinion
- Designation level wise there is no change in opinion.

2- Have you decided to stay long with your current organization

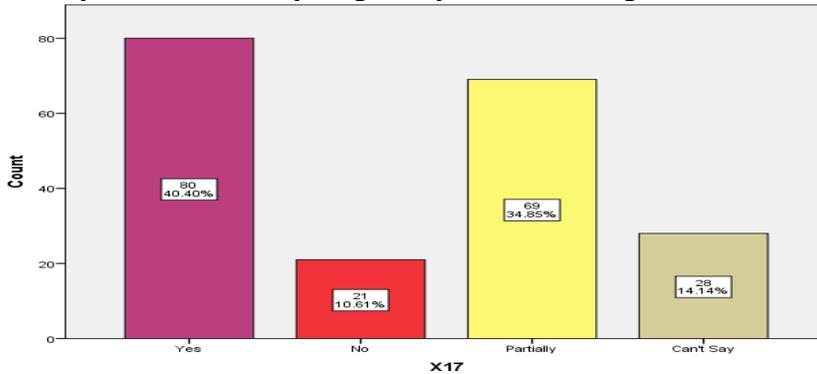


Figure 2.2 graph detail of respond

Analysis

1. 40% employees have a long planning to stay with the organization. They can be turned into the assets to the organization.
2. 10.6% are either dissatisfied or more ambitious. They are looking for change means normal behavior. As per the survey 10% turnover is very normal but here it is more.
3. 35% are partially means they can leave the organization depends upon the opportunity. This is again very natural as the job security is very important and it is not available in private organizations.
4. 14% respondent has nil to disclose. They also have nil opinion to comment means they must have some future plan.

As per the hypothesis -

- Gender wise there is no change in opinion
- Age wise also there is no change in opinion
- Salary wise also there is no change in opinion
- Designation level wise there is no change in opinion.

Means all have same opinion.

3. Employees want to leave the organization for the reason of organization policies.

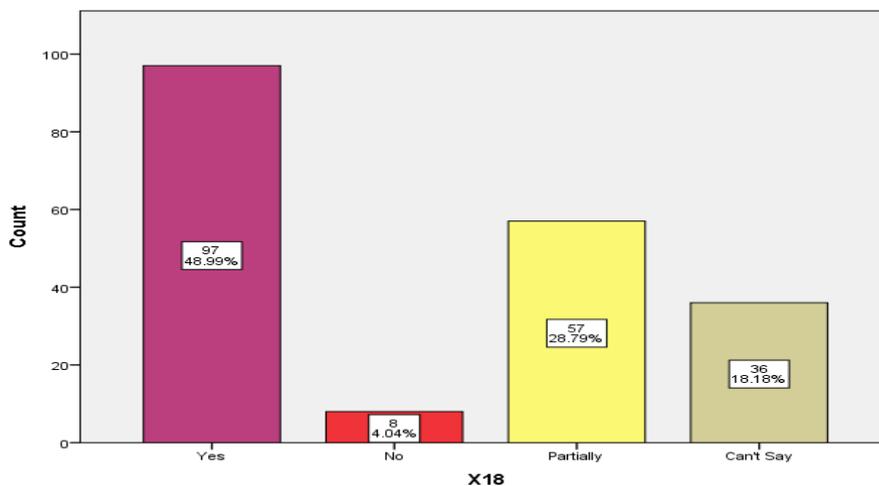


Figure 1.3 graph detail of respond

1. 49% employee want change in policies means they agree the organizational policies play an important role.
2. 4% being less nos for not change can be ignored
3. 29% are partially agreed means small percentage of policies can be changed. Matter can be discussed with employees for all policies and can be changed if required.
4. 18% employees are not sure. They don't want to comment on the policies. They have accepted as a routine part of work culture.

As per the hypothesis -

- Gender wise there is no change in opinion
- Age wise also there is no change in opinion
- Salary wise also there is no change in opinion
- Designation level wise there is no change in opinion.

4 -Employee think the employee welfare systems like medical, P.F., fringe benefits etc. are good for you?

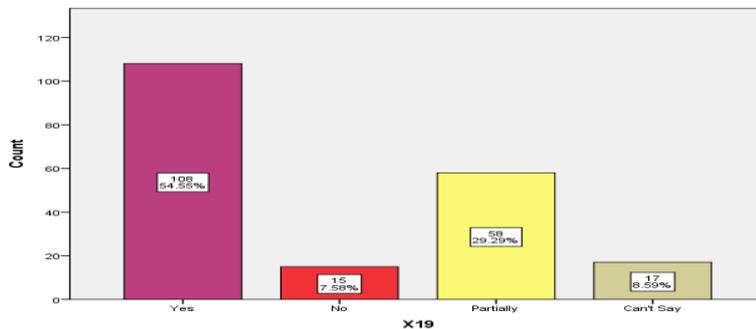


Figure 1.4 graph detail of respond

1. 55% employees are happy with fringe benefits.
2. 7% unhappy are small need to be discussed.
3. 29% are partially because there is difference in benefits organization to organization. They may require certain changes with the benefits.
4. 8.6 % don't want to comment. They have either lost the interest or have no concern with the current fringe benefits.

As per the hypothesis -

- Gender wise there is no change in opinion

- Age wise also there is no change in opinion
- Salary wise also there is no change in opinion
- Designation level wise there is no change in opinion.

5. Employees rate the total compensation they receive compared to what they could receive for similar work from another company in this area is better?

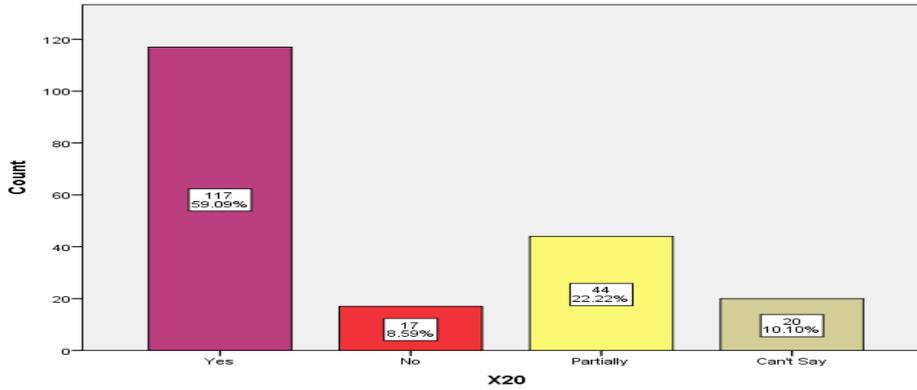


Figure 1.5 graph detail of respond

1. 59% are agree that the compensation they are getting is as par with other industry and this is the satisfaction level which will help the organization for retention policy.
2. 8.5 % not agree .they are either not got the proper increment or monetary benefits. Matter need to be discussed with such employees.
3. 22.2 % employee is not sure. May be they want to try the labour market before the decision.
4. 10 % can't say means they don't want to comment on the same.

As per the hypothesis -

- Gender wise there is no change in opinion
- Age wise also there is no change in opinion
- Designation level wise there is no change in opinion.

However As per the hypothesis opinion is different on salary basis. Different income group has a different opinion about the salary. Since hotel industry if compared to other industry have low salary standard may cause differences in opinion.

6Q-Do you think that knowledge and skill can be better utilized in another organization?

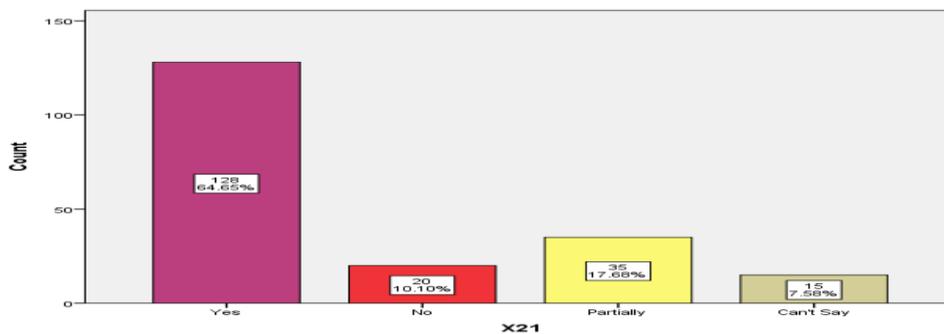


Figure 1.6 graph detail of respond

1. 64% are agreeing that their skill can be better used in other organization and it proves either they deserve more or expectation is high.

2. 10% are agreeing that their organization is utilizing their skill and knowledge in better way.
3. 17.6% says it's partially means they agree however if some points can be changes like boss, design, hierarchy etc. such employees may be the victims of under work.
4. 7.5 5 can't say since they either doing different job or multi skill work. They might be doing the general work and are less qualified.

As per the hypothesis -

- Age wise also there is no change in opinion
- Salary wise also there is no change in opinion
- Designation level wise there is no change in opinion.
- Hypothesis on the basis of gender is rejected. Means the male and female employee's opinion are different.

Hypothesis: No significant difference is found between current human resource policies and procedure options available in the hotels in National capital region Delhi.

Approach: CROSS TABULATION between gender and age patterns related to human resource policies in hotels in national capital region to get an insight current polices in hotels. Thereafter CHI SQUARE test has been used to test this hypothesis.

- a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.97.

χ^2	df	p_value	α (Significance Level)
3.371	9	.928	0.05

Interpretation of the Chi-square test: it is found that the value of the chi-square is 0.995 (degree of freedom is 3 with significance level of 5%). Since, the value of $p = 0.995 > \alpha = 0.05$, hence at the 5% significance level we do have insufficient evidence for not accepting the null hypothesis .Hence, we come on the conclusion that gender is independent as per recruitment method.

Interpretation of the Chi-square test: it is found that the value of the chi-square is 3.731 (degree of freedom is 9 with significance level of 5%). Since, the value of $p = 0.995 > \alpha = 0.05$, hence at the 5% significance level we do have insufficient evidence for not accepting the null hypothesis .Hence, we come on the conclusion that the age is independent of interview procedure.

it is found that the value of the chi-square is 12.498 (degree of freedom is 6 with significance level of 5%). Since, the value of $p = 0.052 > \alpha = 0.05$, hence at the 5% significance level we do have insufficient evidence for not accepting the null hypothesis .Hence, we come on the conclusion that the designation is independent as per recruitment method.

INTERVIEW PROCEEDURE Gender: Interpretation of the Chi-square test: it is found that the value of the chi-square is 3.889 (degree of freedom is 3 with significance level of 5%). Since, the value of $p = 0.274 > \alpha = 0.05$, hence at the 5% significance level we do have insufficient evidence for not accepting the null hypothesis .Hence, we come on the conclusion that interview procedure is independent as per gender.

Interview procedure and age - Interpretation of the Chi-square test: it is found that the value of the chi-square is 3.889 (degree of freedom is 9 with significance level of 5%). Since, the value of $p = 0.592 > \alpha = 0.05$, hence at the 5% significance level we do not have sufficient evidence for not accepting the null hypothesis. Hence, we come on the conclusion that interview procedure is independent of age.

Interview procedure * designation:-

<u>χ²</u>	<u>df</u>	<u>p_value</u>	<u>α (Significance Level)</u>
6.068	6	0.416	0.05

Interpretation: The chi-square value as per Chi-square test is 6.068 (6 degree of freedom, 5% significance level). Since, $p\text{ value} = 0.416 > \alpha = 0.05$, hence at the 5% significance level we do not have sufficient evidence to reject the null hypothesis. Hence, we conclude that interview procedure is independent of age. It is found that the value of the chi-square is 6.068 (degree of freedom is 6 with significance level of 5%). Since, the value of $p = 0.416 > \alpha = 0.05$, hence at the 5% significance level we do not have sufficient evidence for not accepting the null hypothesis. Hence, we come on the conclusion that interview procedure is independent of age.

Findings of the paper.

As per the hypothesis in current human policies if we go gender wise 106 male out of 146 (72.6%) and 39 out of 54 (72.2) average 72.4% employees are satisfied with the recruitment methods. Here we can use the hygiene factor of motivation means they don't have any problem with the recruitment. Age wise also 32 out of 43 in the age group of below 30 are satisfied (74.4%). 56 out of 82 in the age group of 30 -40 are satisfied (68.2%). 36 out of 49 in the age group of 40-50 are satisfied (73.4%). 26 out of 21 in the age group of above 50 are satisfied (80.7%). It shows that most of the employees are satisfied with the human resource policies.

Conclusion

This research investigate that HR professionals in hotel industry are constantly facing new challenges in one of their most important function- recruitment. Every day is a new task for them to seek and hire passionate and energetic staff that can remain with the organisation and their attrition rate may be decreased as is the trend in this style of service industry. Providing right Service condition to the employees to provide a motivational environment to the employees is the fundamental duty of HR where the basic amenities are taken care of and must ensure the smooth and continue flow of work in the organization. The governmental laws or labour laws should be taken into consideration while planning. Working hours should be limited to 48 hours in a week and there should be provision of adequate number of leaves for the employees.

The three important satisfaction drivers for the employees were found to be career growth and development in the organisation, work force challenges and brighter opportunities for the future. Key motivating factors for all hotel employees include good wages, job security and opportunities for the future. A brief analysis of present HR policies in place in the hotels of Delhi-NCR has been discussed and analysed in this study to know their effectiveness. The study has also made correlations of service conditions of the hoteliers with their performance output. It was also revealed that they both are very much interrelated and the performance output of employees is directly impacted by the working condition in which they perform their daily activities. It was also debated in the study that ineffective HR practices can increase the employee turnover rate and due to this the organisations have to bear the extra pain of training and re-establishing the employees within the organisation. Due to this the overall cost for the organisation increases manifolds. This study has focused on the importance of

mutual understanding and Congruence between employee and employer at work shift, job structures and respect for each other to reduce turnover rate.

This study has helped to bring out the idea of not only using the labour saving technology for the growth in poor economic condition rather establishing the labour supply as the one of the most distinguish factors for the growth along with labour market.

Recommendation for better human resource practices

To improve in future new methodologies which are already adopted by multinational companies in other fields like IT, research and other discipline are needed to be adopted. Some new hotel chains have already start adopted them especially those belong to foreign companies like Marriott's, Carlson's group etc. five days week, compensation on off time duty, incentives, recognition etc. hotel industry at current scenario are facing a tremendous challenges and due to stiff competition has to gone through Quality manpower is always a challenge however its image as a low pay master is attached with its. Technology based operation and less relied on human resource is solution. However this may impact the employment and sustainability. Today mushrooming of hotel in Delhi NCR and nearby places has caused generation of employment but quality practices will improve when quality practices with assurance of job security will be there. Trust among the employees is very important and long term career is an opportunity for employees. Any economy slowdown has a direct impact on employability especially in hotel industry which needs to be protected now days. Thus a working and motivating environment is very essential for the organisation to improve their image.

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