



IMPACT OF HUMAN RESOURCES PRACTICES ON EMPLOYEE RETENTION IN STAR HOTELS OF BENGALURU CITY

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Abstract

Purpose: This research article aims to “Impact of human resource practices determinants on employee retention in star hotels of Bengaluru city”. **Methodology:** The paper applies data reduction using Exploratory Factor Analysis (EFA) on a sample of 320 respondents drawn from 9 star hotels in the Bengaluru and condenses a set of 25 Human Resource Practices items converted into a seven attributes. **Managerial Implication:** The present study proposes a model of the impact of human resource practices on employee retention in star hotels. The study found that recruitment & selection, workplace safety, training & development, performance appraisal, HR compliance, talent management and compensation management are impacting significantly the employee retention. Therefore, star hotel managers should focus on the above factors to provide enrich human resource practices. **Conclusion:** The study investigated the impact of human resource practices on employee retention, concluded that workplace safety had the highest impact on the employee retention followed by that recruitment & selection, training & development, performance appraisal, HR compliance, talent management and compensation management.

Key words: Recruitment & Selection, Workplace Safety, Training & Development, Performance Appraisal, HR Compliance, Talent Management, Compensation Management, Retention and Star hotels.

Introduction

People are social creatures and barely at any point live and work in detachment. We generally plan, create and deal with our relations both deliberately and unknowingly. The relations are the result of our activities and rely by and large on our capacity to deal with our activities. From youth every single individual gain information and experience on understanding others and how to act in every single circumstance throughout everyday life. Later we convey forward this learning and figuring out in conveying and overseeing relations at our working environment. The entire setting of Human Resources The executives rotates around this center matter of overseeing relations at work place. Since mid-1980's Human Resource Management (HRM) has acquired acknowledgment in both scholar and business circle. HRM is a multidisciplinary hierarchical capability that draws speculations and thoughts from different fields like administration, brain science, humanism and financial matters. There is no most ideal way to oversee individuals and no administrator has planned how individuals can be overseen actually, on the grounds that individuals are complicated creatures with complex requirements.

Review of Literature

Terence et al., (2001) expressed that there are such countless explanations behind a worker to wilfully leave. Some might be private and some might be impacted by authoritative elements. Individual reasons, for example, family circumstance, profession development and alluring bid for employment and so on. Association factors incorporates absence of limited time open doors, uncalled for treatment among workers and confuse between private qualities and hierarchical qualities and so on, By and large turnover is an incredible issue for both association and person. Further it is plainly talked about that event of shock as most would consider to be normal or unforeseen prompts serious contemplations (for



example aim) to leave. Shocks might be positive, negative or impartial. Positive, for example, elective propositions for employment, pregnancy and so on, Negative, for example, leaving of companions, unfortunate maintenance examination and so on and unbiased, for example, migration of life partner, changes in organization and so on. Maqsood Haider et al. (2005) gone through an exploration in Telecom area and bantered that the opposition to chase and hold gifts is harder constantly and examined that workers' compelling human asset rehearses show a positive and direct relationship in holding representatives. Further, it is investigated that culture and remuneration have a positive effect; preparing and improvement has an adverse consequence over employee retention.

Abeysekera (2007) in a review assessed the HR rehearses like reasonable data about work, work examination, balance between fun and serious activities and vocation valuable open doors, boss help and pay and their effect on representatives' goals to leave which came about that pay and occupation investigation decidedly affect representative turnover. Holtom et al. (2008) talked about in this study that the variables that makes the worker for remaining and leaving were unique. Roughage Gathering (2009) expressed that representative commitment incorporates parts like responsibility and optional exertion. Responsibility alludes to representatives' connection with an association and the expectation to go on with. Optional exertion alludes to the representatives' availability to leave. It is examined that these two parts should be thought about truly. Taylor (2010) while making sense of turnover expressed that force and push factors are to be thought of. Positive fascination towards elective open position is pull factors, in which workers are looking for elective open positions regardless of whether they are blissful and fulfilled. In this situation, it is profoundly fundamental that business/the executives should grasp the genuine worth of their representatives and recognize the purposes behind looking or what they are expecting in the present place of employment and this would assist with holding the abilities. The following significant variable is push factors, in which a few disappointed conditions are winning in the ongoing association which makes the representative to leave for refining work life. There are a few credits for pull and push factors that should be distinguished and centred more.

Cardy and Lengnick-Corridor (2011) led a concentrate on maintenance of representatives, which underscores more on client situated approach. Representative value model is the technique continued in this exploration. This study investigates more in regards to representatives' qualities as opposed to outer variables which affect the workers whether to remain or to leave. All in all, this study was concentrated towards interior elements which makes the representatives to remain or leave. Chitra Devi and Latha (2011) directed an examination on representative maintenance in IT area. The fundamental point of the examination is to distinguish why workers are moving one from organizations to another for example purposes behind movement and to dissect the maintenance benefits. Segregate examination device was utilized and come about that the area needs to zero in on pay, work fulfilment and employer stability as these were a portion of the significant apparatuses utilized for maintenance of representatives in associations. Tripathi et al. (2011) endeavoured to investigate the issues looked by the expert organizations for example private and government organizations and the variables to beat the challenges looked by them. Examination regarding private and government organizations for Level of occupation fulfilment, residency of working, working climate, working hours, work switches and its reasons, personnel faithfulness and residency of administration and maintenance devices were proposed in this review. Pay Disappointment, absence of profession potential learning experiences, awkward workplace, unstable work, Dependability are the elements which decide a disposition in resources concerning their foundations. The review referred to explanations behind resources leaving in existing work and what made them to remain in the ongoing business.



Vijayalakshmi V (2012) endeavoured to dissect the affecting elements of representative maintenance in auto businesses in India. Goals of the review are for example to concentrate on the worker maintenance rehearses in car industry ii. To figure out representatives' general fulfilment towards workplace culture iii. To look at the preparation and advancement open doors offered and its viability iv. To examine pay factors. Devices utilized in this review are chi-square examination, relapse investigation, Mann-Whitney test, Kruskal Wallis test and investigation of change. Sadaf Zahra et al. (2013) directed a concentrate in Pakistani Colleges and observed that remuneration, backing of the manager and work-life strategies are a portion of the vital elements in turnover aim and representatives consider these a ton when contrasted with acknowledgment and prizes. It is presumed that less adaptability and weighty responsibility influences day to day life. Aside from these inspiration, cutthroat compensation, administrative help, authority, programs for profession advancement would lessen goal to leave. Priyanka and Dubey S K (2016) in their review performed exploratory variable examination utilizing head part method. They have distinguished worker turnover goals through eight factors, for example, for example nature of the board rehearses, ii. Low compensation, iii. No vocation valuable learning experience, iv. Absence of help from the companion, bosses and relatives, v. little learning open doors, vi. Unfortunate workplace for example no working environment wellbeing, vii. Correspondence and viii. Frailty in work. Kossivi and Kalgora (2016) endeavoured to read up the different variables for maintenance from the discoveries of different past examination studies and brought a few factors, for example, a chance for improvement, balance between serious and fun activities, pay, style of initiative of the administration, workplace, independence, preparing and improvement, social help and so on, In their review, oversight and administration are investigated more and the elements like hierarchical culture, independence and it are less investigated to prepare and advancement. Further the extension for additional exploration likewise expressed in the end that in view of classification of representatives should be possible in future.

Research Problem

Research posits that retaining employees, especially in the hospitality industry, is highly challenging due to varying demand and job-hopping by a number of employees from time to time. The employees working in the hospitality industry are supposed to deal with visitors and customers globally on a day-to-day basis, which causes stress. As a result, their satisfaction level may be reduced, and they may be unwilling to stay there. The lack of growth and development is highlighted as the most discussed cause of the high turnover rate globally, particularly in the hospitality industry. Research highlights that the management of the hospitality industry still focuses on old traditional methods to retain employees, i.e., one-way communication and feedback, where employees cannot share their long-term plans with their respective bosses and cannot get feedback or suggestions for their career development. In view of the 21st century, such methods are no longer effective to reduce the employee turnover rate.

Although the hospitality industry continues to put in efforts to maintain proper staffing levels, issues relating to retaining employees continue to surface. Alongside the challenges, there are a series of employment opportunities in the hospitality industry. Of these, employee retention is one of the most demanding challenges around the globe. The research highlighted that the hospitality industry is encountering difficulty in maintaining the balance between the supply and demand of human capital. Employee turnover is expensive, as it accounts for around 40% of total expenses. In order to control labor expenses or labor costs, this industry needs to retain its employees.



Research Objectives

1. To identify the human resource practice determinants in star hotels.
2. To measure the impact of human resource practice attributes on employee retention.

Research Hypotheses

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

- **H01.1:** There is no significant relationship between recruitment & selection and employee retention.
- **H01.2:** There is no significant relationship between retention management and employee retention.
- **H01.3:** There is no significant relationship between training & development and employee retention.
- **H01.4:** There is no significant relationship between compensation and employee retention.
- **H01.5:** There is no significant relationship between talent management and employee retention.
- **H01.6:** There is no significant relationship between HR compliance and employee retention.
- **H01.7:** There is no significant relationship between workplace safety and employee retention.

Statistical Tools

1. Reliability Test
2. Exploratory Factor Analysis
3. Multiple Linear Regression

Sampling Procedure

An attempt was made to contact the five star hotels in Bengaluru through emails as majority of five star hotels are located in this city. In response to these 8 star hotels have positively responded and permitted to do research. As many as 620 questionnaires were mailed to employees in these 8 star hotels. Out of them significant number of questionnaires were received from 6 star hotels and to a maximum of 60 each only as the information on the said topic was not familiar and comprehensible to many. Further executives, managers, catering staff and chefs only are taken in the sample frame as they only would have a say in the human resource practices. The nine star hotels are thus selected purposively.

The select nine star hotels are as follows.

Table: 1. List of star hotels

S. No.	Star Hotels
1	Four Seasons Hotel
2	The Ritz-Carlton
3	The Leela Palace
4	Bengaluru Marriot Hotel
5	The Oberoi
6	Shangri-La Hotel
7	ITC Gardenia
8	JW Marriott Hotel

Where ever the number of questionnaires filled in all aspects is less than 60, further attempts are made to reach the quota of at least 60 by adopting quota sampling. Out of the received filled in questionnaires, 312 were with full information in all aspects. Hence the sample size is 312-star hotel



employees. While selecting employees of the 8 star hotels care has been taken to cover them from different locations.

Sample size

As many as 620 questionnaires were mailed to employees in the select star hotels. Out of the received filled in questionnaires, 320 were with full in all respects. Hence the sample size is 320 employees.

Data Analysis

Reliability Test

Table: 2. Case Processing Summary			
		N	%
Cases	Valid	320	100.0
	Excluded^a	0	.0
	Total	320	100.0

a. Listwise deletion based on all variables in the procedure.

Table: 3. Reliability Statistics	
Cronbach's Alpha	N of Items
0.769	25

The internal consistency of the questionnaire of 22 items with a value of the Cronbach's Alpha is 0.769, which shows that data is 76.90 per cent reliable.

Exploratory Factor Analysis

KMO and Bartlett's test

Table: 4. KMO and Bartlett's Test

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

Before proceeding for factor analysis the eligibility of the data has to be tested by conducting KMO-Bartlett's test. This test is a measure of sampling adequacy and multivariate normality among variables. The KMO value in this study is 0.614 > 0.5 which says that the sample taken is adequate. Bartlett's Test of Sphericity value is 0.000 < 0.05, indicate multi normality among variables. Hence Factor Analysis is considered as an appropriate technique for further analysis of the data.

Eigen Values

The initial components are the numbers of the variables used in the Factor Analysis. However, not all the 25 variables will be retained. In the present research, only the 7 factors will be extracted by combining the relevant variables. The Eigenvalues are the variances of the factors. The total column contains the Eigenvalue. The first factor will always account for the most variance and hence have the highest Eigenvalues. The next factor will account for as much of the leftover variance as it can and the same will continue till the last factor. The percentage of variance represents the percent of total



variance accounted for by each factor and the cumulative percentage gives the cumulative percentage of variance account by the present and the preceding factors. In the present research, the first to 7 factors explain 73.927 percent of the variance. The rotation sums of the squared loading represent the distribution of the variance after the varimax rotation with Kaiser Normalization. The varimax rotation tries to maximize the variance of each of the factor.

Table: 5. Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.882	31.526	31.526	7.882	31.526	31.526	4.775	19.098	19.098
2	2.902	11.609	43.135	2.902	11.609	43.135	3.138	12.550	31.648
3	2.216	8.862	51.997	2.216	8.862	51.997	2.546	10.183	41.831
4	1.618	6.471	58.468	1.618	6.471	58.468	2.177	8.709	50.540
5	1.450	5.799	64.267	1.450	5.799	64.267	2.036	8.146	58.686
6	1.347	5.387	69.654	1.347	5.387	69.654	1.942	7.769	66.456
7	1.068	4.273	73.927	1.068	4.273	73.927	1.868	7.472	73.927
8	.981	3.924	77.851						
9	.880	3.519	81.370						
10	.856	3.423	84.794						
11	.770	3.081	87.874						
12	.686	2.744	90.619						
13	.646	2.582	93.201						
14	.584	2.335	95.535						
15	.476	1.906	97.441						
16	.354	1.418	98.859						
17	.073	.292	99.151						
18	.064	.256	99.406						
19	.041	.164	99.570						
20	.031	.124	99.695						
21	.022	.087	99.782						
22	.020	.078	99.860						
23	.017	.068	99.928						
24	.009	.038	99.966						
25	.009	.034	100.000						

Extraction Method: Principal Component Analysis.

On the basis of Varimax Rotation with Kaiser Normalization, 7 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 25 variables were clubbed into 7 factors. 7 factors were extracted from the 25 variables used in the study. These 4 extracted factors explained 72.937 percent of the variability in Human Resource Practices attributes of star hotel employees.

Rotated Component Matrix

The Rotated Component Matrix represents the rotated factor loadings, which are the correlations between the variables and the factors. The factor column represents the rotated factors that have been



extracted out of the total factor. These are the core factors, which have been used as the final factor after data reduction.

Table: 6. Rotated Component Matrix

S. No.	Statements	Eigen Values	Factor Name
1	The recruitment and selection process followed in our star hotel is highly scientific.	.810	Recruitment and Selection
	The employees get immediate feedback on their performance after appraisal process.	.794	
	Effective salary structure through defined basic HRA, DA, City Compensatory allowances etc.	.788	
	Employees are given opportunity to utilize the skills and activities learnt during the training programs	.781	
	Working environment is comfortable.	.774	
	The star hotel gives joining bonus and referral bonus.	.759	
	The HRD department actively reviews each appraisal and discusses with line managers.	.506	
2	Within the hotel new ideas are effectively implemented.	.800	Workplace Safety
	In the feedback session, the boss controls the employee behavior by giving him negative feedback.	.798	
	Employee's suggestions and grievances are considered.	.506	
	Employees are treated with due respect.	.503	
3	The star hotel offers me attractive and competitive benefits	.863	Training and Development
	This star hotel has a well-defined recruitment policy	.834	
	Job-rotation in this star hotel useful for employee development	.680	
	Employees are sponsored for training programs on the basis of relevant training needs	.531	
4	Within the hotel we look proactively for opportunities to cooperate with others.	.840	Performance Appraisal
	The star hotel provides guidance for future performance based on the appraisal data.	.796	
5	The star hotel conducts job analysis regularly	.922	HR Compliance
	Incentives systems are in place in our star hotel.	.899	
6	Employees lacking competence in doing their assigned jobs are helped to acquire competence.	.810	Talent Management
	Within the department generating new ideas is recognized.	.805	
7	There is a performance linked pay system followed by the star hotel.	.866	Compensation Management System
	Star hotel selects individuals on the basis of service attitude and competence	.847	

1. The first factor comprises seven hotel variables like; The recruitment and selection process followed in our star hotel is highly scientific, the employees get immediate feedback on their performance after appraisal process, effective salary structure through defined basic HRA, DA, City Compensatory allowances etc. Employees are given opportunity to utilize the skills and activities learnt during the training programs, working environment is comfortable, the star hotel gives joining bonus and referral bonus and the HRD department actively reviews each appraisal and discusses with line managers explains 19.098% of variance and loaded quite well



- ranging from 0.810 (for the recruitment and selection process followed in our star hotel is highly scientific.) and 0.506 (for The HRD department actively reviews each appraisal and discusses with line managers). It is labeled as **“Recruitment and Selection”**.
2. The second factor comprises four variables like; Within the hotel new ideas are effectively implemented, In the feedback session, the boss controls the employee behavior by giving him negative feedback, employee’s suggestions and grievances are considered and employees are treated with due respect explains 12.550% variance and loaded quite well ranging from 0.800 (for within the hotel new ideas are effectively implemented) to 0.50. (for employees are treated with due respect) with the variables. The variables are close to benefits given by star hotels, and so labeled as **“Workplace Safety”**.
 3. The third factor comprises four variables like; The star hotel offers me attractive and competitive benefits, this star hotel has a well-defined recruitment policy, job-rotation in this star hotel useful for employee development and employees are sponsored for training programs on the basis of relevant training needs explains 10.183% variances and loaded quite well with the factor ranging from 0.863 (for the star hotel offers me attractive and competitive benefits) to 0.531 (for employees are sponsored for training programs on the basis of relevant training needs). As those variables character is very close to **“Training and Development”**.
 4. The fourth factor comprises two variables like; Within the hotel we look proactively for opportunities to cooperate with others and the star hotel provides guidance for future performance based on the appraisal data explains 8.709% variance and loaded quite well ranging from 0.796 (for within the hotel we look proactively for opportunities to cooperate with others) to 0.548 (for the star hotel provides guidance for future performance based on the appraisal data) with the variables. The variables are close to given by star hotels, and so labeled as **“Performance Appraisal”**.
 5. The fourth fifth comprises two variables like; The star hotel conducts job analysis regularly and incentives systems are in place in our star hotel explains 8.146% variances and loaded quite well with the factor ranging from 0.922 (for the star hotel conducts job analysis regularly) to 0.899 (for incentives systems are in place in our star hotel) with the variables. The variables are close to given by star hotels, and so labeled as **“HR Compliance”**.
 6. The fourth sixth comprises two variables like; Employees lacking competence in doing their assigned jobs are helped to acquire competence and within the department generating new ideas is recognized explains 7.769% variances and loaded quite well with the factor ranging from 0.810 (for employees lacking competence in doing their assigned jobs are helped to acquire competence) to 0.805 (for within the department generating new ideas is recognized) with the variables. The variables are close to given by star hotels and so labeled as **“Talent Management”**.
 7. The fourth seventh comprises two variables like; There is a performance linked pay system followed by the star hotel and star hotel selects individuals on the basis of service attitude and competence explains 7.742% variances and loaded quite well with the factor ranging from 0.866 (for There is a performance linked pay system followed by the star hotel) to 0.847 (for star hotel selects individuals on the basis of service attitude and competence) with the variables. The variables are close to given by star hotels and so labeled as **“Compensation Management System”**.



Multiple Linear Regressions

1. **H01:** There is no significant relationship between human resource practice determinants and employee retention.

Table: 7. Model Summary

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

The regression table 7: summarizes the model performance through the following statistics.

- **R:** R represents the multiple correlations co-efficient with the range lies between -1 and +1. Since the R-value is 0.823 means that there is a high positive relationship between the Human Resource Practices attributes and Retention of the star hotel employees.
- **R Square:** R² represents the coefficient of determination which lies between 0 and 1. Since the R square value is 0.677 i.e. 67.7 per cent of the explained variation is there in the retention of the star hotel employees.
- **Durbin-Watson statistic:** From the above table 8 the Durbin-Watson statistic value is 1.642. It is closer to the standard value 2. So, that the assumption has almost certainly been met.

Table: 8. Analysis of Variance

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

The ANOVA (Table 8) reveals that the F statistics of the regression model is statically significant at 0.05 levels implying the goodness of fit of the regression equation. (Model is statistically significant.

Table: 9. Coefficients

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



Table 8 denotes standardized regression coefficients which show the strength of impact and its positive/negative direction. It also comprises of t and significant values to validate the hypothesis framed to measure the significant impact of dimensions of Human Resource Practices on the employee retention.

The multiple regression equation of this model is:

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

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

Table 8 shows Beta value as 0.366 which indicates positive impact of recruitment and selection on the employee retention. Since the T value is 19.056 and significance value is 0.000 which is less than 0.05, so the recruitment and selection has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.1}**: There is no significant relationship between recruitment & selection and employee retention is rejected.

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

Table 8 shows Beta value as 0.152 which indicates positive impact of workplace safety on the employee retention. Since the T value is 7.393 and significance value is 0.000 which is less than 0.05, so the workplace safety has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.2}**: There is no significant relationship between workplace safety and employee retention is rejected.

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

Table 8 shows Beta value as 0.005 which indicates positive impact of training and development on the employee retention. Since the T value is 5.247 and significance value is 0.003 which is less than 0.05, so the training and development has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.3}**: There is no significant relationship between training & development and employee retention is rejected.

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

Table 8 shows Beta value as 0.060 which indicates positive impact of performance appraisal on the employee retention. Since the T value is 3.695 and significance value is 0.000 which is less than 0.05, so the performance appraisal has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.4}**: There is no significant relationship between performance appraisal and employee retention is rejected.

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

Table 8 shows Beta value as 0.060 which indicates positive impact of HR compliance on the employee retention. Since the T value is 4.033 and significance value is 0.000 which is less than 0.05, so the HR compliance has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.5}**: There is no significant relationship between HR compliance and employee retention is rejected.



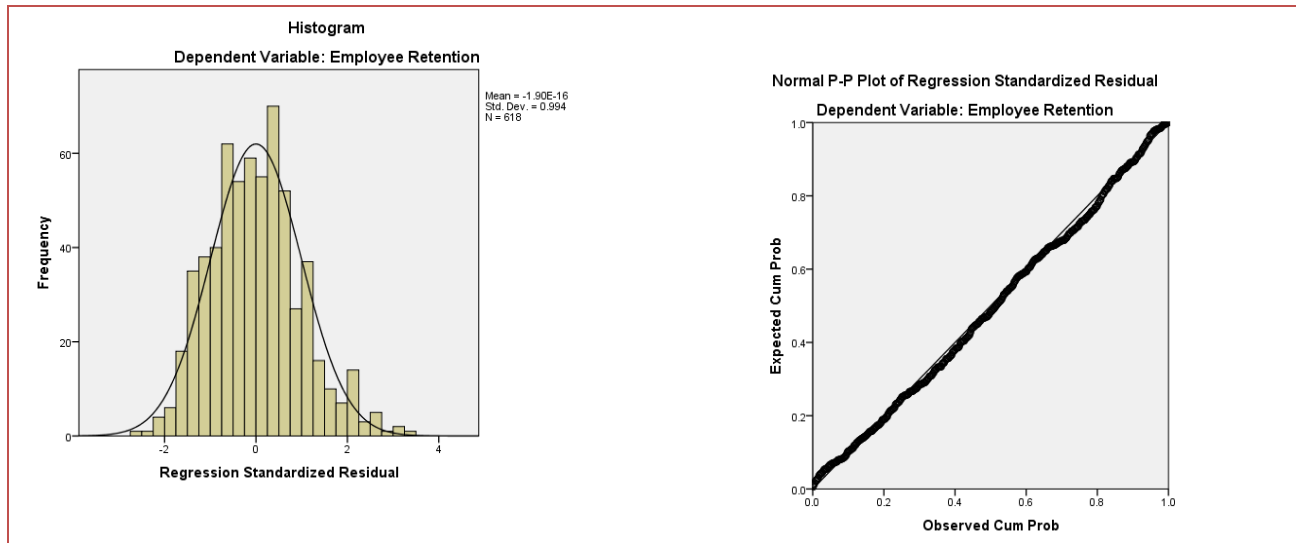
H0_{1.6}: There is no significant relationship between talent management and employee retention.

Table 8 shows Beta value as 0.068 which indicates positive impact of talent management on the employee retention. Since the T value is 4.494 and significance value is 0.000 which is less than 0.05, so the talent management has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.6}**: There is no significant relationship between talent management and employee retention is rejected.

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

Table 8 shows Beta value as 0.068 which indicates positive impact of compensation management system on the employee retention. Since the T value is 2.252 and significance value is 0.025 which is less than 0.05, so the compensation management system has a significant impact on retention of star hotel employees. Hence, null hypothesis **H0_{1.7}**: There is no significant relationship between compensation management system and employee retention is rejected.

Histogram and Normal P-Plot of Regression



Managerial Implication

The present study proposes a model of the impact of human resource practices on employee retention in star hotels. The study found that recruitment & selection, workplace safety, training & development, performance appraisal, HR compliance, talent management and compensation management are impacting significantly the employee retention. Therefore, star hotel managers should focus on the above factors to provide enrich human resource practices.

Conclusion

The study investigated the impact of human resource practices on employee retention, concluded that workplace safety had the highest impact on the employee retention followed by that recruitment & selection, training & development, performance appraisal, HR compliance, talent management and compensation management.



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