Title: Analysis of reward management options for low paid workers in the Indian hospitality sector: A case study of Royal Orchid Hotel Ltd, Brindavan Garden Mysore.

Dissertation submitted in part fulfillment of the requirements for the degree of MBA in Human Resource Management at Dublin Business School

Vijeth Prabhakar

MBA in Human Resource Management 2019
# Table of Contents

Declaration.....................................................................................................................6

Acknowledgment............................................................................................................7

Abstract.........................................................................................................................8

Chapter 1 – Introduction & Background........................................................................9

  1.1 Introduction.................................................................................................................9
  1.2 Background.................................................................................................................11
  1.3 Research Aim............................................................................................................12
  1.4 Research Objective....................................................................................................12
  1.5 Research Question.....................................................................................................12

Chapter 2 – Literature Review.......................................................................................13

  2.1 Introduction.................................................................................................................14
  2.2 The impact of human resource management practices in hospitality industry......15
  2.3 Quality of work life & Job satisfaction.......................................................................17
  2.4 Reward management system in Hotel Industry.......................................................20
  2.5 Does incentive plan provide wages? ..........................................................................22
  2.6 Non – financial factors in retirement..........................................................................23
  2.7 Compensation practices and organization performance.........................................25
  2.8 Employee Motivation in Hotels................................................................................28
  2.9 Organization culture and quality towards work.......................................................30
  2.10 Employee engagement in Hospitality Industry.......................................................34
  2.11 Attrition and competencies in Hospitality Industry...............................................36
  2.12 Employee turnover concept in Hospitality Industry.................................................38
  2.13 Performance Related Pay.........................................................................................41

Chapter 3 – Methodology.............................................................................................46

  3.1 Introduction.................................................................................................................46
3.2 Research Philosophy ............................................................46
3.3 Research Design & Approach .............................................47
3.4 Research Collection ..........................................................48
3.5 Research Sampling ............................................................49
3.6 Data Collection ..................................................................50
  3.6.1 Primary Data ...............................................................50
  3.6.2 Secondary Data ...........................................................52
3.7 Interview Selection and Survey ............................................53
  3.7.1 Linking to the research ..................................................54
  3.7.2 Data Standard .............................................................54
  3.7.3 Preparing the interviews and surveys .............................55
3.8 Ethical Issues .....................................................................56
3.9 Research Limitations ..........................................................57

Chapter 4 – Findings, Analysis and Discussion ........................58
  4.1 Introduction .......................................................................58
  4.2 Interview Participants and Survey respondents profile ........58
  4.3 Qualitative Questionnaires ...............................................58
  4.4 Quantitative Questionnaires ..............................................66

Chapter 5 – Conclusion & Recommendation ............................78
  5.1 Conclusion .......................................................................78
  5.2 Recommendation ............................................................79
Chapter 6 – Reflection on Self – Learning

Bibliography

Appendix 1 Survey Questionnaires

Figures on Contents:

Figure 1 High performance work practices and employee performance

Figure 2 Organization effectiveness relationship

Figure 3 Turnover culture in Hospitality industry

Figure 4 Using balanced scorecard as a reward management system

Figure 5 Relation between Incentive plan, Non – financial measures & financial performance

Figure 6 the moderating effects of Hotel performance

Figure 7 Linking organization practice and performance

Figure 8 Education levels of employees in Hospitality industry

Figure 9 Motivation in Hospitality Industry

Figure 10 Relation between organizational culture and quality

Figure 11 Influence of organizational culture on responsiveness and performance of firms

Figure 12 Effect of accommodation between personal accomplishment & hospitality industry

Figure 13 Relationship between manager and employee satisfaction

Figure 14 Predictors of employee turnover intentions

Figure 15 the interaction effect of workplace Flexibility
Reward Management

Figure 16 Performance Based Pay.................................................................43
Figure 17 Competency based pay, individual needs and creativity..................45
Figure 17 Surveys on age group.................................................................66
Figure 18 Surveys on Gender..................................................................67
Figure 19 Surveys on Marital status..........................................................68
Figure 20 Surveys on Current employment status........................................69
Figure 21 Surveys on Qualification............................................................70
Figure 22 Survey on Current Monthly income............................................71
Figure 23 Survey on years of experience....................................................72
Figure 24 Survey on the current reward system for non – executives...............73
Figure 25 Survey on growth for non – executives........................................74
Figure 26 Survey on current system and management are effective & motivated........76
Figure 27 Learning Style.........................................................................81
Declaration:

I hereby, Vijeth Prabhakar declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree MBA. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School’s academic honesty policy.

Signed: Vijeth Prabhakar

Date: 07/01/2019
Acknowledgement:

I wish to express my deepest appreciation to all the people that have contributed and helped me to complete the dissertation. I am very thankful and gratitude to my supervisor Mr. Martin O’Dea who guided me in a right way throughout my dissertation and it was impossible without his guidance. His knowledge and his experience helped me a lot to gain knowledge and make significant progress throughout the research. I also like to thank my parents for supporting me. I would like to dedicate this research to my parents.
Abstract:

This research seeks to explore the reasons what is required to manage people in an organization and understanding how to motivate the non–executive employees through a well–structured reward and recognition policy. This study shows that there is no effective reward system and policy in the organization to motivate their non–executive employees. We have provided in the study an approach to the organization to design and re–structure the reward system. Firstly, it gives a comprehension idea of reward system in the organization, why they work and the best condition which suits them to work and what circumstances are most effective. Secondly, it exhibits a structure of ideas and thoughts – a structure that is basic to assemble into a coordinated reward system. At last, it suggests a distinguished method for measuring the effectiveness of a reward structure of an organization’s philosophy and goals. This study was based on a case study of a particular organization. This method will make an organization to decide whether it is, to be sure, getting the premeditated motivational effectiveness from its immense pay and remuneration expenditure. If it isn’t, the characteristic method has the capacity of distinguishing the implementing of the strategy, practice, system and proper structure for the non–executive employees.
Chapter 1 - Introduction and Background:

1.1 Introduction:

Paying employees for their efficiency has been the foundation of organizational and business improvement for a quite long time. Financial related reward had dependably been imperative in dealing with handling employee’s performance, yet in the course of the most 20 years different components of pay have created to give managers more extension to reward and to motivate workers.

According to Michael Armstrong et al “performance is characterized as conduct that achieves results. Performance management impacts on the performance by helping individuals to comprehend what great performance implies and giving the data expected to enhance it. Reward Management impacts performance by perceiving and compensating great performance and by giving motivations to enhance it” (Michael Armstrong et al, 2016).

The justification behind this research is to recognize how these rewards affect employees and how well present reward management structure does this, inside the organization shaping the reason for my research.

Habib et al states that, describe the significance of working culture and environment remunerates as:

Reward is plainly fundamental to the work relationship. While there are a lot of individuals who appreciate working and who guarantee they would not quit working regardless of whether they were to win a major, the vast majority of us work in huge part since it is our solitary methods for procuring the cash we have to continue us and our families. The amount we are paid and in what shape is in this way an issue which matters immensely to us (Habib et al, 2014).

The reward that we concern to both individual and team performances are thus evaluative in deciding how perceptual our reward approach will be.

Rewards and their motivation as including structures, policies and practices that impact the activities of individuals. The reason of reward systems is to give a methodical method to convey
positive results. The main purpose is to give positive results to commitments to wanted execution.

Characterizing the idea of Human Resource Management in the mid 1990’s directed to a more recognition and appreciation for the value of work force could make to the overall business goals of the company and how it could be executed and developed to increase the value of upper hand. The main purpose of this research, the ideal result is to appear if changed sorts of reward structure do have positive outcomes and if these results form into expanded or diminishes performance of the employees.

Pedro Reinares et al states that, “the important raise of reward management is that group works and individuals see what they need to do to make their commitment to the company by and large viability. There should be an unmistakable connection with the hierarchical targets and this includes great correspondence of clear destinations that everybody gets it” (Pedro Reinares et al, 2007).

Based on the review of present literature, this study embarks to investigate plainly what factors exist in crediting the right reward system to an individual employee or team. Performance Management is both complex and tricky and truly helpless to outside impacts. For example: financial conditions, culture and individual employee preferences and recognitions. What is effective, applicable and perceptions on present reward systems for improving for one employee or team might not have a similar impact on other employee’s in comparable conditions. These turn out to be increasingly complex and harder to oversee as authoritative structures cross universal limits and cultures. In this specific situation, the reward structure we apply can end up essential in accomplishing the ideal dimension of performance and job satisfaction. The researcher has worked for 4 years in the Human Resource department in 4 different organizations and industry, holding various managerial skills and roles, so is aware of how important and effective reward structure are to employee’s performance. As such, I aim to look at what impacts the current reward system has on performance and to a lesser degree motivation and how that relates with the best worldwide practice in the topics analyzed.
1.2 Background:

The study will concentrate on one organization – Royal Orchid Brindavan Garden, Mysore, a hotel industry, having some expertise in the hotel chains and group of hotels. The hotel has around 70 employees. Royal Orchid Brindavan Garden, Mysore has been a piece of the Royal Orchid Hotels Ltd since 2005, when the Royal Orchid Hotels Ltd. acquired the complete hotel in Mysore. Royal Orchid Hotels is mainly into Chain of Hotels and it has more than 50 hotels across India, which also includes 3star, 4star, and 5star category hotels.


The study will mainly focus on employees who are working as non – Executives and also known as backbone of the industry in the departments like Engineering, Electrical, House-Keeping, Food and Beverage, Front Office, Kitchen etc.

The study proposition adopts a mixed approach to analyzing and collected primary data and furthermore widely utilizes published literature concerning the role of performance system in reward management and their impact on employee’s performance.

Employee retention relates specifically to how the company remunerates them. Employee replacing in an organization can be an exhausting and costly work routine. Indeed, even in progressively secure businesses like public sector, performance should be overseen and staff motivated as in the private sector. Retaining of experienced employees in both these businesses is vital to make upper hand and company success. This research will likewise look at the significance of compensating experienced and high performing employee. So in a period when the measure of monetary rewards is confined by the financial atmosphere, retaining workers who are performing well with remunerations must be accomplished while making all employees feel valued. I will explore if these qualities alongside an aggregate reward way to deal with how the company remunerate staffs, affect performance of employees.

As an ever increasing number of companies across universal limits to direct business, compensates that are applicable in one nation may not be vital in another. I aim to build up if a reward system is structured and the particular type of rewards material to this company, is basic for increasing staff performance or on the off chance that it has any impact whatsoever. This is
all with regards to a consistently evolving society, where most laborers seek to be well off such that past ages did not. These desires from an expanding educated and portable workforce put significantly more accentuation on the company’s reward system and structures and feature the significance of remunerations with regards to accomplishing job satisfaction among workers and utilizing this as an aggressive weapon against business rivals.

1.3 **Research Aim:**

The aim of this research is to explore the rewards and reward systems practiced to reward the non – executives at Royal Orchid Brindavan Garden Hotel, Mysore.

This research would help to know about the non – executives, who are backbone of the Hospitality Industry, will always have a huge contribution towards Hotel’s success. This research will also be beneficial for the Government and Policy makers to make changes in the law or policy for the living wage employees who have no other benefit from the industry. It will also help HR’s of Hospitality Industries to bring some changes while implementing new policies with adequate idea of the problems they may face by following the existing policy.

1.4 **Research objective:**

The objectives set for this research (using Royal Orchid Brindavan Garden as a company) are as follows:

- Present an overview of the effectiveness of reward options for low paid workers
- Critique the reward management in place for low paid workers in the hospitality sector in India, using the Royal Orchid Brindavan Garden.
- Analyze the effectiveness of the methods deployed.

1.5 **Research Question:**

How does the Hospitality Industry incentivize living wage employees through their reward system?
Chapter 2 - Literature Review:

2.1 Introduction:

According to Prachi Juneja, in the contemporary world, rewards for better execution and achievement matter more than the real accomplishment itself. For sure, as the worldwide budgetary emergency appeared, rewards were everything for the financiers as they made progress towards more heedless wagers and expanding hazard taking. In light of the arrangement of defective motivations, rewards were seen to a definitive prize that was more noteworthy than the real procedure of winning. Thus, rewards administration must be found with regards to what are appropriate and just rewards and what are lopsided prizes. For the present age, rewards matter more than the real execution and this is reflected in their expanding requests from the businesses for compensation climbs and rewards. Frequently, the case bosses have top picks among the workers and this leads them to remunerate those top choices and victimize the individuals who are not in their great books. As specified above, genuinely magnificent organizations teach an authoritative culture that is non-oppressive, unprejudiced and free from partially and provocation. Henceforth, the reward structure in these associations takes after the standards of decency, equity and value. Obviously, in numerous organizations, the inclination to play legislative issues and have top choices is too difficult to oppose for some. In this way, without getting into optimistic ideas, it must be said that except if organizations develop compensate frameworks that are in any event steady with essential reasonable play standards, their authoritative societies would be in an ideal situation in the more extended term (Prachi Juneja, 2016).

Reward constitutes a vital component in HR administration. Reward Administration is basically about planning, executing and keeping up pay frameworks which help to enhance authoritative execution. Reward administration is the way towards creating and enhances authoritative execution. Reward administration is the way towards creating and getting and keeping the general population it needs and by expanding their inspiration and duty. The reward administration framework ought to be intended to help the accomplishment of the association’s systems. It ought to be founded on a reasoning of reward which coordinates the way of life of the association. Reward administration isn’t just about cash; it is likewise worried about characteristic and additionally outward inspiration, with non-money related and additionally
budgetary prizes. The outline and activity of reward administration procedures and practices should begin from a comprehension of the ramifications of the mental contract idea, inspiration hypothesis are the factors influencing pay levels. Be that as it may, it must spotlight on the necessities of the association and the general population who work on it. These requirements are destined to be met if remunerate forms depend on a verbalized and incorporated way to deal with the advancement of a casing work of reward rationalities, techniques and arrangements that will bolster the accomplishment of the association’s business systems, and also going about as levers for change (Mirza S Saiyadain, 2003).

2.1 The Impact of Human Resource Management Practices in Hospitality Industry:

Priyanko Guchait advocates that, the reason for this examination was to research the effect of a heap of eight human asset administration hones on goal to leave, and to look at the interceding impact of hierarchical duty on the connection between the HRM practices and goal to leave of workers of an administration association in India. “The greater part of the earlier HRM practices– representative turnover considers has been from the HR director's perspective. This investigation adopted an alternate strategy and concentrated this relationship from a worker's perspective. Web overview surveys were utilized to gather the information from 183 representatives working in an administration organization in India”. Various straight relapse and progressive direct relapse examination were led to test the theories. The investigation found not just that the HRM hones bring down representative aims to leave, yet additionally that this relationship is somewhat interceded by authoritative responsibility. The aftereffects of the examination not just bolstered that associations should center around representative impression of the associations' HRM hones yet in addition demonstrated that HR ought to go past building up strategies and techniques to giving a worker agreeable workplace (Priyanko Guchait et al, 2010).
According to Michael, despite the fact that the notoriety of representative commitment among business administrators has propelled numerous professional investigations, hypothesis based scholarly research from the hierarchical conduct viewpoint has been moderately constrained, particularly in regards to how worker function commitment benefits workers themselves and their associations. This examination exactly tried a hypothetical relationship display utilizing the potential outcomes of representative commitment in the lodging setting: natural prizes, Leader–Member Exchange (LMX), work fulfillment, and hierarchical responsibility. Aftereffects of auxiliary condition displaying demonstrated that worker commitment was straightforwardly connected with all guessed outcomes. This investigation additionally shown that LMX intervened the connections of worker commitment with occupation fulfillment and hierarchical duty, while work fulfillment interceded the connections between representative commitment and authoritative responsibility and among LMX and hierarchical responsibility (Michael et al, Feb-Mar2016).

![Diagram of High Performance Work Practices and Employee Performance](image)

**Figure 1. High Performance Work Practices and Employee Performance (Karatepe O M, 2013).**

According to Salih Kusluvan, Another issue in regards to human capital inside the key HRM literature manages the 'black box' between human capital and upper hand. Note that medications of human capital will in general spotlight on the attributes, e.g. instruction, learning, ability, and
so on, of people or gatherings. In any case, qualities don't, all by themselves, result in efficiency, rather they give the establishment. Efficiency stems most specifically from the conduct of representatives, and numerous exceptionally gifted workers can show unremarkable or even sub-par execution. “On-time execution expanded from the base to the highest point of the business in multi month, yet it was finished with a similar worker aptitude base. The transformational execution change originated from those talented representatives showing their human capital through carrying on differently. The contrast among aptitudes and conduct was not lost on Becker. While he characterized human capital as far as attributes, he noticed that it incorporated a more noteworthy cluster of angles, even those that may be viewed as conduct (Salih Kusluvan et al, 2010).

According to Gary C McMahan, the idea of human capital likewise covers gathered work and different propensities, notwithstanding including destructive addictions, for example, smoking and medication utilize'. 'The different sorts of conduct included under the rubric of human capital help clarify why the idea is so amazing and valuable. It likewise implies that the way toward putting or disinvesting in human capital regularly modifies the specific idea of a man: preparing may change a way of life from one with enduring joblessness to one with steady and great profit, or gathered drinking may crush a profession, wellbeing, and even the ability to think straight”. This issue identifies with the past qualification among capacity and conduct. Workers have human capital that the firm may get through an understood business contract. Be that as it may, if the worker feels that the firm has not managed reasonably, she/he can retain the exertion or conduct that the firm requires or she/he can essentially leave the firm. 'Through and through freedom' segment of representatives makes the utilization of human capital as a wellspring of upper hand dangerous. Representatives sense, think and believe, and these procedures lead them to pick whether or not, or the amount, to contribute. Hence, firms can have, not claim, elevated amounts of human capital in their workforce, but then have imperfect execution. While numerous specialists pay lip administration to this, Our most vital resources exit the entryway every day, this part of human capital is by all accounts to a great extent overlooked in the human capital writing (Gary C McMahan, 2011).
2.2 Quality of work life & Job Satisfaction:

According to Eric S.W Chan et al, The hotel business is described by famously poor wages, low professional stability, long working hours, and move works. In particular, analysts contended that high turnover is an immediate result of representative disappointment with the association giving what workers require in a work environment. In the cabin business, representatives need to work in a group arranged, separate, and synergistic condition with the goal that they can accomplish their very own objectives. Additionally, they need to have a harmony between their work and individual life. It is basic for association to recognize and comprehend particular needs of their workers with the end goal to guarantee that representatives are fulfilled, dedicated, and beneficial with the activity. “Job Satisfaction manages the psychological assessment of an occupation, given that viable assessment pursues subjective appraisal as far as attitudinal advancement. Disconfirmation hypothesis recommends that workers assess their occupations decidedly or contrarily by contrasting employment execution and occupation desire. Positive disconfirmation results when seen execution is more prominent than desire, along these lines producing fulfillment. Then again, negative disconfirmation occurs if the apparent execution is underneath the desire”. Whenever seen execution meets desire, affirmation is set to prompt minor satisfaction (Eric S.W Chan et al, 2015).
Petra says that In the present powerful condition, the job of workers and their level of hierarchical responsibility are ending up progressively critical for business achievement, which is particularly significant for the administration business when all is said in done and for the travel industry division specifically in view of issues related with representative turnover, dedication systems with the client, and so forth. “Employee Satisfaction is viewed as a fundamental element for creating hierarchical duty. The primary motivation behind this investigation is to break down the impact of various features of representative occupation fulfillment, that is, work conditions, compensate framework, relations with bosses and associates, hierarchical (HR) approaches, on representatives' authoritative duty in the Hotel business”. The examination speculations are tried with an example of 760 lodging representatives on Gran India. The outcomes demonstrate the pertinence of the working conditions, coordinate prizes, associations with chiefs, and the HR arrangements with the end goal to build up an abnormal state of authoritative duty (Petra et al, 2015).

Keith advocates that Is has for quite some time been perceived that the financial wages paid to numerous hotel laborers don't comprise their aggregate profit. Extra money related and non-financial prizes are an element of hotel business. “Shockingly, little is thought about these extra rewards or incidental advantages, which are developing in hugeness in wage and pay organization. As of recently the condition of learning has stayed incomplete and divided, and discusses led in a field of relatively add up to numbness. Key to this discussion is the correlation of hotel laborer profit with those in different ventures. The creator depicts the examination procedure and talks about his exact information valuable to elucidate the pretended by incidental advantages in the ‘profit whole’ banter. The outcomes establish an unmistakable commitment as far as anyone is concerned”. The creator contends that further improvement of the methods for looking at components of remuneration, other than fundamental pay, is of specific significance. In any case, much stays to be done especially in evacuating the imperatives on similarity before the aggregate installment framework can be completely comprehended (Keith et al, 1983).

According to Halil Nadiri, high employee fulfillment is critical to chiefs who trust that "an industry has a duty to give representatives employments that are testing and naturally fulfilling". Person's sure enthusiastic response to specific occupation demonstrates that representatives with higher level of trust will have more elevated amounts of employment fulfillment in the
neighborliness business. Employment fulfillment can influence numerous different factors, for example, turnover expectations. Occupation fulfillment has a backhanded effect on turnover through its immediate impact on arrangement of expectation to clear out (Halil Nadiri et al, 2010).

![Diagram of turnover culture in Hospitality Industry](image)

**Figure 3 Turnover culture in Hospitality Industry (Margaret Deery et al, 2007).**

In a service industry, while great specialized and relational aptitudes are fundamental, the two alone can't warrant consumer loyalty. Customer Services are given by the hotel employee and the worker's mind-set should straightforwardly influence the services gave. Thusly, consumer loyalty is sponsored up by worker occupation fulfillment. Worker fulfillment is exhibited during the time spent conveying services and felt by consumers. It is for sure a vital piece of the work drive quality issue. Yields from the industry enterprises are elusive merchandise and quality or estimation of industries picked up by the purchasers are to a great extent controlled by the
momentary execution of the industry workers. Industries are mutually given by merchants and related faculty and the on location execution of the hotel workers decide the industry quality stretched out to the clients. Worker occupation fulfillment straightforwardly impacts the state of mind and way in which the industry is performed and henceforth influencing the industry quality experienced by the consumer (Zheng Gu et al, 2009).

2.3 Reward Management System in Hotel Industry:

Daniel says that, The extraordinary enthusiasm for a productive pay related arrangement ascends from the more evident conviction of market analysts and different experts in the HR field, that wage isn't just an outcome, yet in addition an introduce for a compelling social-monetary action. To this end, the down to earth determination forced at a worldwide level is that the pay related strategy, soundly created and impeccably fit with the organization's general arrangement, can invigorate the development of the financial productivity more than influence it. The reason for the present article comprises in the audit of the techniques and compensating administration arrangements in a reenacted business in the lodging - eateries field, thus called ISE (Daniel et al, 2014).

Kevin J Murphy advocates that, “Incentives has concentrated on execution measures and pay execution sensitivities yet has to a great extent overlooked the execution standard, which creates essential motivators at whatever point design members can impact the standard setting process. Inside decided guidelines are straightforwardly influenced by administration activities in the present or earlier year, while remotely decided measures are less effectively influenced. I demonstrate that organizations pick outside measures when earlier execution is a noisy gauge of contemporaneous execution”. Also, organizations utilizing spending plan based and other inside decided execution models have less factors reward payouts, and will probably smooth income, than organizations utilizing remotely decided principles (Kevin J Murphy, 2000).

According to Ibrahim Ilhan, the low pay and poor advantages usually found in friendliness and the travel industry tasks are among the most critical reasons for low occupation fulfillment, low inspiration, and low authoritative responsibility and employment contribution—all of which drive high worker turnover. Small remuneration frequently passes on the message that employee’s endeavors and commitments are minimal esteemed. Together with a physical and
enthusiastic outstanding task at hand, friendliness representatives confront view of low societal position and glory, alongside poor business conditions and unsocial and unpredictable working hours. We propose that accommodation representatives' remuneration ought to be more liberal to adjust their negative business conditions. This implies pay and advantages ought to be founded on occupation assessment, status, instruction and preparing, positions held, or more all, representative exertion and execution. Execution based motivations and advantages are regularly a critical apparatus for impacting worker execution and can take numerous structures, including financial motivators and non-money related motivating forces and advantages (Ibrahim Ilhan et al, 2010).

Figure 4 Using Balanced Scorecard as a Reward Management System (Martha S Doran et al, 2008).
2.4 Does Incentive plan provide Wages?

Paul J Schneider says that, The issue of scope under the Employee Retirement Salary Security Act of 1974 (ERISA) of certain reward, motivation, stock, severance and other comparable courses of action remains a wellspring of impressive contention and case. This section audits the elements courts use to decide if compensatory game plans are being given as per an ERISA secured design. Besides, there is certifiably not a lot of assurance in how courts will decide if an ERISA secured design exists. Given this vulnerability, it is prescribed that amid the arranging stages and as a component of a business general hazard administration methodology, genuine thought plan to be given to the upsides and downsides of choosing whether an advantage design plan to be secured by ERISA (Paul J Schneider, 2017).

Rajiv D Banker says that, a trial of non monetary related measures utilized as a major aspect of an administration motivation program by a U.S based, full benefit network found that upgrades in the non budgetary measures were taken after quickly by increments in income and benefit. The two non money related measures are consumer loyalty as estimated by visitor’s remark card signs of profitability to return and level of complaints. While the test applies specifically to that one chain, the exercise is critical to whatever is left in the rest of the hotel industry (Rajiv D Banker et al, 2005).

According to Tochio Takahashi, Industries have progressively depended on remunerate frameworks lined up with representative execution to inspire them to perform better. Analysts have looked to clarify methods for partners compensate frameworks with execution and in addition to comprehend their instrumentality. Studies bring up that monetary rewards fulfill sterile elements, weight the association’s expenses and its effect on representative inspiration is here and now. Concerning non – monetary prizes, they claim to be corresponding to the previous, they are all the more broadly received in spending plan compelled conditions and a representative’s decision factor when two organizations offer a similar remuneration program. Acknowledgement programs, which are entirely one of the non – monetary related reward shapes, are gone for strengthening gutsy conduct and are not common endeavors. As progress elements of these projects are the surrounding of the organization’s financial conditions, arrangement with business procedures and arrangement with national culture and association, the
inquiry emerges concerning how to accomplish this adjust and get the best outcome in its usage (Tochio Takahashi Nonaka et al, 2017).

Figure 5 Relation between Incentive Plan, Nonfinancial Measures and Financial Performance (Dhinu Srinivasan et al, 2005).

2.5 Non Financial factors in Retirement:

Steven advocates that, at the point when characterized advantage benefits design gave solid budgetary incentives to resign at a specific age, money related elements assumed a critical part in retirement choices. Motivating forces to resign at a specific age are truant in the present and retirement choices are significantly less receptive to monetary contemplations. It also concentrates rather distinguish the significance of non-monetary rewards in keeping a few specialists in the work power and pulling others into retirement. A business looking to hold more established specialists in this manner should see that they get such non – financial rewards and comprehend the dangers of being pulled into retirement too soon to pick up a monetarily secure retirement (Steven A Sass, 2017).
Terry Advocates that, High worker turnover in the hospitality business has turned out to be one of the significant worries for Hotel Administrators. Numerous examinations have discovered that turnover is identified with work fulfillment and the significance of occupation features seen by representatives. The investigation looks at the connection between statistic qualities of Hotel workers and employment fulfillment and furthermore inspects the significance of occupation factors. The investigation discovers and demonstrates that there are noteworthy contrasts between statistic factors of workers and the six Job Descriptive Index (JDI) classifications. It is recommended that preparation and advancement programs, especially for newcomers and accomplished representatives and an aggregate quality administration approach may help enhance work fulfillment with the work (Terry Lam et al, 2001).

Figure 6 The Moderating Effects of Hotel Performance (Cheng-Hua Wang et al, 2012).
2.6 Compensation practices and organization Performance:

According to Thomas A Birtch, Workers are an essential wellspring of upper hand in administration arranged associations. Praiseworthy client benefit is a key separation methodology in the inn business. Adjusting worker conduct to an association's vital qualities and goals is in this way basic to firm achievement. Given the work serious nature of the business, it is essential that human capital is inspired and remunerated adequately to accomplish the coveted dimension of administration quality. Various researchers have featured the imperative job that human asset rehearses, for example, remunerate, play in forming worker practices and mentalities. Regardless of their significance, anyway the investigation of pay and reward is sparse in neighborliness look into (Thomas A Birtch, 2010).

According to Flora F.T Chiang et al, “In spite of the fact that hotels progressively anticipate that their representatives will exhibit phenomenal administration practices, what they esteem most may not generally match with what workers esteem. That is, workers and organizations don't generally concur whereupon particular practices comprise benefit brilliance. This is known as an absence of consistency or fit between employee– association benefit esteem observations. Person–Organization (P–O) fit writing proposes that people incline toward a workplace/association that has attributes (e.g., values, convictions) like their own. At the point when employee– association esteems are coordinated, they are said to be in consistency or fit. Such esteem coinciding or P–O fit has for quite some time been perceived for its capacity to encourage an assortment of positive work states of mind and results, including work fulfillment, authoritative responsibility, maintenance, and execution. In this way, the more prominent the comparability between what a representative and an association see as vital administration esteems and practices the more probable administration quality will be upgraded” (Flora F.T Chiang et al, 2008).

Thomas A.B argues that, “Specifically, Pay For Performance (PFP), a reward practice that interfaces one's boost in salary to one's execution, can be utilized to coordinate, support, and rouse alluring practices, for example, learning sharing, innovativeness, quality, and consumer
loyalty. Thus, PFP assumes a focal job in encouraging employee–association esteem arrangement”. Notwithstanding its vital job in encouraging employee–association objective harmoniousness, PFP serves both instrumental (money related motivators) and emblematic persuasive properties. It sets up the social criteria by which rewards are allotted and in doing as such supports the arrangement of representative conduct with hierarchical qualities and goals (e.g., benefit quality). Basically, on the off chance that a representative accomplishes his/her execution targets, he/she gets a boost in compensation. This unmistakable association or connection among pay and execution perceives a worker for a particular dimension of achievement, subsequently encouraging good work states of mind, for example, fulfillment and responsibility (Thomas A.B et al, 2008).

Figure 7 Linking Organization Practice and Performance (Samuel Aryee et al, 2007).

Karthik says that, Drawing on an example of 1223 of hotels, this paper looks at the connections between pay (direct and indirect) rehearses in Hospitality associations and their executions. The outcomes demonstrate that on account of administration workers, coordinate pay completely intervened the connection between roundabout remuneration and hospitality execution. On account of non – administration representatives, in any case, such relationship was just mostly intervened by coordinate remuneration. It is along these lines critical for hospitality industry HR officials to give careful consideration to the nature and level of advantage being offered to non – administration representatives. For administration workers, then again, it is more critical to take
care of the level of direct pay keeping in mind the end goal to guarantee more elevated amounts of hierarchical execution (Karthik Namasivayam et al, 2007).

<table>
<thead>
<tr>
<th>Schooling levels</th>
<th>Hospitality(^a)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
</tr>
<tr>
<td>Illiterate</td>
<td>5.12</td>
</tr>
<tr>
<td>Lower secondary education</td>
<td>60.85</td>
</tr>
<tr>
<td>Upper secondary education</td>
<td>15.98</td>
</tr>
<tr>
<td>Vocational education</td>
<td>12.39</td>
</tr>
<tr>
<td>University degree</td>
<td>5.66</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

**Figure 8 Education Levels of Employees in Hospitality Industry (Campos-Soria et al, 2009).**

Joo-Ee says that, Malaysia presented a lowest pay permitted by law in 2012 which wound up agent in the friendliness business on October 1, 2003. This article analyses the impression of friendliness workers towards the lowest pay permitted by law strategy. The findings propose that most workers don’t trust that the lowest pay permitted by law will fundamentally enhance the pay levels in the cordiality business. Undoubtedly, there are government rules that enable cordiality administrators to rebuild pay parts to meet the lowest pay permitted by law rate. Especially all or part of the administration charge may now be changed over to frame some portion of fundamental compensations. Therefore, increment in fundamental compensations may not really prompt increment in absolute pay rates. Workers likewise trust that cordiality administrators may lessen or wipe out incidental advantages and, in this manner, discredit the advantage of the lowest pay permitted by law (Joo-Ee et al, 2016).
2.7 Employee Motivation in Hotels:

Umashankar advocates that, In past years, specialists, observers, experts and honing directors have turned out with the basic of the enabled and subsequently propelled representative for sustenance of the association in a world portrayed, in addition to other things, by the free stream of thoughts, learning, data, aptitudes, assets and in particular individuals. The conflict of this paper is that administration segment representatives, due to their 'high – contact' necessities, have a more prompt and squeezing should be furnished with 'additional' motivational help inside the advanced association. Besides, the paper additionally endeavors to interface the plain high rates of representative turnover in the accommodation area specifically, to this factor of strengthening and inspiration. The paper, through the portrayal of standard working systems and work conditions predominant in the pertinent business, at that point attempts to clarify why worker inspiration in the said business is at such a low-ebb. A social point of view is additionally given wherein the feudalistic premise of exchanges apparent in the business is portrayed (Umashankar Venkatesh et al, 2002).

Jasvir Singh says that, the distinctions, assuming any, between authority hones utilized by inn directors and the impression of those initiative practices by representatives with respect to their activity fulfillment. Contrasts in view of administration rehearses were estimated utilizing two indistinguishable instruments- - one for supervisors, and the other for their representatives. Workers' general occupation fulfillment was estimated utilizing an extra instrument. Information were gathered from 26 directors and 294 representatives at five taking an interest non-gaming lodging properties in Las Vegas, Nevada. Five research inquiries alongside two theories were tried. The finding of this investigation shown that representatives' activity fulfillment is all the more firmly identified with their view of initiative practices utilized by their director (Jasvir Singh, 1998).
Edward advocates, A great part of the hypothesis in faculty financial aspects identifies with impacts of money related motivating forces on yield, yet the hypothesis was untested on the grounds that proper information were inaccessible. Another informational collection for the Safelite Glass Corporation tests the expectations that normal profitability will rise, the firm will draw in a more capable workforce, and fluctuation in yield crosswise over people at the firm will rise when it movements to piece rates. In Safelite, profitability impacts add up to a 44-percent expansion in yield per laborer. This firm evidently had chosen an imperfect remuneration framework, as benefits additionally expanded with the change (Edward P Lazear, 2000).

According to Simon Wong, Motivation is the segment of individual inventive execution that has been for the most part ignored by inventiveness scientists, scholars and specialists. However, here and there, this might be the most critical segment. “While employing work force and allocating staff to errands, it is critical to search for abilities, as well as intrinsic motivation. Therefore, it is significant to know the motivators for creativity in a workplace and how accommodation associations can improve and make utilization of workers' inventiveness to
support business survival in the current focused condition. Research on inventiveness is a characteristic expansion of prior research on worker motivation”. The equivalent relevant factors that cultivate inherent motivation are additionally connected with imaginative execution, so associations can at the same time impact motivation and innovative execution in a compelling way. By the by, despite developing worry about inventiveness, no past research has been done, and no diary productions are accessible that talk about the elements of sparks towards creativity in the lodging business (Simon Wong et al, 2003).

2.8 Organization Culture and Quality towards Employees:
Amarjit says that, Great worker administration relationship is the way to the accomplishment of an accommodation association. Representative occupation disappointment and poor devotion issues have been seen predominant in the friendliness associations. Worker work disappointment and devotion issues have negative effect on the nature of visitor benefit and thusly, on visitor fulfillment. Poor management and customer disappointment prompt misfortunes in deals income that negatively affects the gainfulness of the organization. Thus, the neighborliness association can be pushed into liquidation. Consequently, it is critical to discover answers for these genuine authoritative issues. “As worker work disappointment and poor commitment to cordiality associations have been recognized as noteworthy issues, it is basic to investigate roads that may enhance them. The position that trusts in a neighborliness supervisor holds incredible guarantee to enhance representative employment fulfillment and commitment to the cordiality associations. Trust in a cordiality director encourages benefit representative association with administration. Along these lines, trust makes a positive workplace, which in turn, fosters representative occupation fulfillment and devotion to the associations”. Consequently, the resultant theory is that trust of Customer Contact Service Employees (CCSEs) in an accommodation manager is helpful for improve benefit worker work fulfillment and devotion to the friendliness association. The motivation behind this examination was to investigate these effects and connections on CCSEs inside the friendliness business (Amarjit S Gill, 2008).
Figure 10 Relation between Organizational Culture and Quality (Michael C G Davidson, 2003).

According to Ramudu Bhanugopan et al, a viable execution examination framework characterizes what's more, gives a vehicle to the acknowledgment of tried and true work, and furthermore contributes essentially towards keeping up and upgrading Organization Culture and qualities. Execution examination is likewise a huge marker of a representative's elite, fulfillment and duty. Execution examination is a principal HRM work and a basic research theme. All things considered, contend that its handiness in administrative choices halfway relies upon the precision of the data it gives, an issue that is of principal significance in HRM. Execution examination is the particular and formal assessment of a worker to decide how much they are playing out their activity. It is an arranged and composed process that assesses every worker's execution in physical, specialized, conduct or physiological terms to decide their qualities and shortcomings and discover manners by which they can enhance their execution (Ramudu Bhanugopan et al, 2015).

Terje Slatten et al states that, “Building up an examination framework that precisely reflects worker fulfillment and responsibility is a critical and troublesome errand. Execution examination frameworks can't be summed up or effectively transplanted starting with one association then onto the next. Execution examination positively affects Organization Culture. Rewards and advantages Workers need to comprehend the basis through which prizes and pay are circulated to accomplish their errands and objectives all the more viably. At the point when representatives
partake in structuring their motivation and reward designs, they infer a more prominent feeling of occupation fulfillment and command over their work, bringing about more grounded duty and better work esteems that acknowledgment and compensation given to representatives will likewise influence their ability to remain in the association. Reasonable pay and wages supposedly is the principle purpose behind the agreement among boss and representative” (Terje Slatten et al, 2011).

According to Ramudu Bhanugopan et al, the possibility that representatives who do well at work and infuse more exertion with the observation that the business will respond by giving reasonable compensation and advantages, depends on the hope hypothesis. Representatives who are paid low wages and the individuals who are not remunerated or assessed on their execution don't play out any better at work. Further, noticed that the nonattendance of a regarded advantage plot has prompted low turnover in associations, contending that low turnover prompts bring down benefits and, subsequently, less duties to be paid and furthermore noticed that numerous associations esteem their workers' execution and reward them with the goal that they can expand their adequacy in the association. Associations think about HR as a critical wellspring of upper hand. In an ever-aggressive neighborhood and worldwide business condition, numerous associations are attempting to create compelling prize systems that are straightforwardly connected to the upgrade of workers and authoritative execution. A legitimately created and overseen compensate framework can be a vehicle for elite, work fulfillment and responsibility. Bolstered by other HRM rehearses, a proper motivator and reward plan can give the improvement to wanted conduct change and execution upgrade. For instance, numerous associations have embraced an adaptable reward approach since they trust that individuals esteem the capacity to pick a remuneration procedure that coordinates their individual qualities and augments individual fulfillment (Ramudu Bhanugopan et al, 2015).
Figure 11 Influence of Organizational Culture on responsiveness and performance of firms (Mohammed Zain, 2010).

According to Roderick, unfortunately, developing HR systems for the factors of pursuit of employment and opening for work are restricted in extension. “The activity and the association can obviously be made as focused as conceivable as far as pay and conditions. Most lodgings offer instigations, for example, paid excursions, extra security and free/reduced rooms and dinners. Nonetheless, our outcomes show that, when the accessibility of occupations in the work showcase expands, representatives will probably clear out. Fundamental to making associations more aggressive and ready to hold their staff are systems, for example, enhanced inside work markets; e.g. professional stability, vocation advancement and advancement opportunity. As far as increasing hierarchical duty, a mix of exercises is required”. For instance, the discoveries from this exploration propose that the advancement of vocation ways inside every hotel would lessen worker turnover. A portion of the inns have put all staff on compensations and joined multi-skilling into the states of their work contracts. The result of this is it empowers staff to pick up preparing and accreditation for their abilities thus enhance their vocations. The advancement of an inside work market would give a steady supply of prepared and qualified specialists, which would in this way prompt higher maintenance of representatives. Thus the foundation of vocation ways would appear to be indispensable to this technique (Roderick D. Iverson et al, 2007).
2.9 **Employee Engagement in Hospitality Industry:**

Julia states that, notwithstanding adding to the compelling enlistment and maintenance of workers, an association's ability administration methodology ought to likewise add to representative commitment. Like ability administration, "worker commitment" is an oft referred to term that comes up short on an exact definition. "Employee engagement is an uplifted passionate and intellectual connection that a worker has for his/her activity, association, administrator, or colleagues that thus impact him/her to apply extra optional exertion to his/her work". A proportion of the vitality and energy that workers have for their organizations. Connected with workers are people who make a move to enhance business results for their associations. They "remain, say, and endeavor remain with and are focused on the association, say positive things in regards to their work environment, and endeavor to go well beyond to convey phenomenal work". At the end of the day, the more exceptionally drew in the representative, the more probable he or she will be to say positive things in regards to the association, subsequently adding to the improvement of a positive boss brand; need to stay inside the association, in this manner limiting turnover; and frequently apply an unrivaled level of exertion, along these lines conceivably affecting such factors as administration quality, consumer loyalty, profitability, sales, profitability, and so on”.

- Trust and respectability – the degree to which the association's administration is seen to think about representatives, tunes in and reacts to their assessments, is reliable, and "strolls the discussion";
- Nature of the activity – the degree of representative interest and self-sufficiency;
- The association among individual and friends execution – the degree to which representatives comprehend the organization's targets, current levels of execution, and how to best add to them;
- Career Growth Opportunities – the degree to which workers have open doors for "profession development and advancement" or have a plainly characterized profession way;
- Pride about the organization – the degree to which representatives get confidence from their work;
- Associates/colleagues – states of mind and points of view of collaborators towards their occupations and the organization;
- Worker advancement – the degree to which endeavors are made to build up the representative's abilities; and
- Individual association with one's supervisor – the degree to which the representative qualities this relationship.

A considerable lot of these drivers apparently mirror a general administration rationality – one in which chiefs at all levels of the association are required to carry on with integrity, treat representatives with deference, impart adequately, include representatives in basic leadership, encourage individual associations with direct reports, and cause pride in worker work. Giving further accentuation to the significance of a portion of these elements, reasoned that "passionate drivers, for example, one's association with one's administrator and pride in one's work had multiple times more prominent effect on optional work exertion than did the objective drivers, for example, pay and advantages". Ensuring these drivers are available in the association has significant ramifications for HRM arrangements and practices as for any individual who is in a supervisory capacity, raising inquiries concerning the most ideal way chiefs and directors ought to be recruited, selected, created, remunerated, assessed, and so on (Julia Christensen Hughes, 2008).

Figure 12 Effect of accommodation between personal accomplishment and hospitality industry (Sharron A Willemse et al, 2008).
According to Terje, Perceived role benefit, characteristic in frontline occupations, is a build got from job theory. “Frontline employees who bargain specifically with the client in administration experiences involve what are called limit crossing jobs. Limit traversing workers establish those purposes of contact that an association has with its condition. As indicated by this limit crossing job, the administration representative face a test of illustratively depict as "serving various bosses", underscoring the perplexing condition in which forefront representatives work. Also, these "experts" can be separated into two distinct classifications, outside bosses (i.e. the association's clients) and inward bosses (i.e. the managers)”. All these distinctive desires from interior and outer experts can be named as a job set. Jobs are sets of practices that are anticipated from a man in a specific position. In addition, as per job hypothesis, if a man can't satisfy the desires related with the numerous jobs that he or she is relied upon to satisfy, this individual will encounter pressure, or, all the more accurately, job pressure (Terje Slatten et al, 2011).

2.10 **Attrition and Competencies in Hospitality Industry:**

Kamal Manaktola states that, the hospitality industry in India is developing. With expanding GDP, there are numerous new business openings and henceforth there is a need to build up the workforce to deal with this development open door as adequately as could reasonably be expected. A discourse with senior specialists from the cordiality business uncovered that workforce issues are a key test for the business in India. Finding and holding skilled individuals, preparing, profession arranging and initiative are zones which should be tended to. These issues are essential and must be tended to. The connection between fulfilled employees and the productivity of the firm have been discussed for quite a while. Employees who are glad in their work environment are more persuaded to contribute and can do as such more successfully. This additionally converts into better shopper encounters and thus, prompts more grounded budgetary execution by the firm and in general financial development. The development drivers in these changing occasions are: learning, ability and interest in Research and development, among others (Kamal Manaktola et al, 2009).

According to Sharron A Willemse et al, “Firms must track their money related execution and furthermore convey non-budgetary execution measures to make a hierarchical culture that advances work fulfillment, strengthening, preparing and representative fulfillment. The writing points out that other non-money related viewpoints are additionally rising as vital issues. For
example, the proportion of benefit per worker is an essential pointer of the feasible profitability of the firm and as long as the benefit per representative is more than the expense brought about in creating and holding the representative, it increases the value of the firm. In any case, for accommodation program contestants, the experience is very unique: It is an industry that is described by long working days, with practically no remuneration for additional as well as extra time working in a to some degree unbending and bureaucratic workplace. The expanding openings accessible in India’s growing call focus industry aggravate the issue confronting the cordiality part. Besides, managing an account and retailing are seen to be more appealing work environment. The neighborliness business experiences a high-steady loss rate at all levels (Sharron A Willemse et al, 2008).

According to Kamal Manaktola et al, in the case of contracting individuals at section level or in senior administration jobs, there are numerous difficulties. This builds the expenses of procuring and preparing workers. It additionally exhibits troubles in regulating brand culture as new workers set aside opportunity to adjust to mark rehearses”. As the Indian economy is developing, there are immediate remote speculations occurring that are producing more business and consequently more employments in India. Indeed, there is huge extension in each of the three divisions (retailing, managing an account and friendliness). The high rate of steady loss is additionally identified with the labor request and supply circumstance in the different areas of the economy. As the open door for work increments, talented individuals end up with more decisions and by changing occupations they can anchor larger amounts of pay and vocation upgrade in the short run. The frail work advertises circumstance for the accommodation business in India. This is described by a huge however moderately untalented workforce who persevere through long working days with no lowest pay permitted by law insurance in bureaucratic hierarchical settings (Kamal Manaktola et al, 2009).
2.11 Employee Turnover Concept in Hospitality Industry:

According to Giri Jogaratnam, Worker turnover is progressively viewed as a basic issue that must be successfully overseen by friendliness firms of different kinds and sizes. Turnover of neighborliness workers happens when workers leave the task and are supplanted by new ones and is caused by variables, for example, poor choice and supervision, off base data about the activity, deficient preparing projects and working conditions, or wages and motivations. These creators stress the "absence of the human factor" as adversely impacting these reasons for turnover. In such manner, it is fascinating to take note of that, as far back as its coming during the 1930s, the human relations school of managers has upheld change of management practices to mirror a humanistic worry for workers. The high rate of employee turnover influences both immediate and backhanded costs, along these lines undermining work fulfillment of workers and by and large adequacy of organizations. Such negative parts of turnover may restrain worker inspiration to work and diminish net benefits (Giri Jogaratnam et al, 2010).
Michael J. Tews states that, At a general dimension, we contend that coworkers are particularly vital for entry level hospitality workers since they can possibly make up for terms and states of business that are not really ideal. “Entry level workers in the cordiality business speak to a substantial extent of the optional work showcase epitomized by hourly, low-ability work. Such workers frequently perform routine errands, are paid lower compensation with few advantages, get small preparing, and are managed little professional stability and open doors for headway. Besides, it is generally simple for neighborliness workers to "work jump," as these positions are regularly topographically grouped, huge in number, and exceedingly substitutable as far as pay and working conditions. Disregarding these conditions, colleagues can make a significant workplace for workers and protect them against components that may somehow or another prompt hierarchical withdrawal. Colleagues may likewise be imperative given the social power of the workplace for such employees, where amount and recurrence of social connections are high. At the point when the work is high in social force, coworkers have been shown to affect workers. The work for section level cordiality workers is socially serious in two different ways. In one regard, the work is socially exceptional as workers work with various and distinctive clients day by day”. In another regard, and more fitting to the remarkable quality of coworker bolster on turnover, these workers normally work close by each other with obligations that require standard cooperation. Workspaces are regularly unclear and promptly open by others, making it hard to maintain a strategic distance from relational contact. All things considered, associates have an incredible chance to affect a employee’s at work understanding. "Individuals make the place," and especially so in entry level cordiality work in light of the various constituents with whom one works (Michael J. Tews et al, 2013).
According to Robert J. Blomme, “Worker turnover has turned into an imperative research theme in the course of the most recent 20 years. To clarify worker turnover in the cordiality business, researchers have utilized points of view, for example, authoritative responsibility, and the mental contract. In spite of the fact that the connection between word related worry when all is said in done and turnover has been inquired about in the well-being business, in colleges and management officials, very few research thinks about have inspected the connection between work-family pressure and turnover in the neighborliness business. Work-family clashes influence results in the work area”. Work-family struggle rising up out of the work space have been related with lower work fulfillment, higher rates of non-attendance and employee turnover (Robert J. Blomme et al, 20. 10)
Figure 15 The interaction effect of workplace flexibility and organizational support on work-family conflict (Van Rheede et al, 2010).

According to Walsh et al, One of the essential difficulties the accommodation business faces keeps on being abnormal amounts of turnover. The activity includes that upgrade director’s responsibility levels to their associations and to the general business, and in addition decrease their probability of leaving both. Results propose that cordiality directors are assuming responsibility of their professions. They are searching for testing occupations that offer development openings, and in addition skilled administration and reasonable pay. To the degree these activity highlights are set up, cordiality chiefs responsibility levels will rise. Director’s pledge to performing testing work particularly diminishes their probability of leaving their organizations and the business (Walsh et al, 2007).

2.12 Performance Related Pay (PRP):

T.C. Huang et al argues that, low paid wages in the cordiality business are frequently lower than different ventures, which likewise cause bring down value proportions of information and yield contrasting with different enterprises. On the off chance that all compensation structure factors are sure identified with pay fulfillment and errand execution should be addressed. This paper exhibited the impacts of pay structure in the accommodation business and manufactured a far
Reward Management

reaching model of pay structure, pay fulfillment, and undertaking execution (T.C.Huang et al, 2012).

According to Flora F.T. Chiang et al, reward is an expansive build that has been said to speak to whatever a representative may esteem that a business will offer in return for the worker's commitment. A reward framework is commonly involved an assortment of budgetary and non-money related instruments. Coordinate (e.g. basic pay), backhanded (e.g. benefits), settled (e.g. pay) as well as factor (e.g. bonus/incentives) rewards are budgetary in nature. Representative execution is likewise a multidimensional develop. It has been characterized as far as individual qualities, abilities, practices and results (Flora F.T Chiang et al, 2008).

According to Thomas A.B et al, the above recommends that monetary and non-money related prizes deliver differential impacts and when utilized viably can understand an extensive variety of execution measurements. As hypothetical and experimental research features, there is a need to interface prizes to certain social regions. Non-financial rewards are additionally unmistakable rewards given and controlled by a firm, despite the fact that they don't really profit representatives in a financial sense. Examples incorporate acknowledgment, advancement, power and duty, and preparing and improvement. Given the work serious nature of the neighborliness business and the rising strain to control costs, non-money related prizes are being utilized progressively to motivate worker performance. Industries can likewise use an assortment of non-financial rewards to accomplish wanted execution practices. Training and Development (T&D), for instance, can be utilized for learning/expertise procurement and improvement, collaboration, quality enhancement, development, and profitability (Thomas A.B et al, 2008).
Figure 16. Performance Based Pay (John P. Hausknecht et al, 2009).

According to Michael S et al, enrage costs happen when there are expenses to the administrators and chiefs from an open response to official remuneration that is seen as too much high. The distinction between the administrative power and principal–operator clarifications is unmistakable: “The dimension of pay in the principal–specialist approach is set with the goal that the CEO gets at any rate his reservation utility, so he is paid sufficiently only to shield him from leaving and heading off to another firm”. Interestingly, the dimension of pay in the administrative power approach is set as high as could be expected under the circumstances, with the upper bound on pay dictated by open recognition (Michael S et al, 2007).

According to Y.Y. Chang et al, after a specific time-frame, estimations of employees’ activity execution could fill in as rule for advancements, wage alterations, rewards, disciplines and assessments. Managers should explicitly characterize execution to enable the groups or workers to perceive the hierarchical desires so as to satisfy the authoritative objectives. At the end of the day, managers must set solid objectives, follow the satisfaction degree and assess the groups' or
workers execution. Employees with a high level of employment eagerness will exhibit additional exertion and dedication, and will effectively search out answers for issues at work so as to upgrade their activity execution. However estimation of occupation execution into employment result, work conducts and individual characteristics (Y.Y. Chang et al, 2010).

Alice H.Y. argues that, a remuneration system that stresses individual skill is arguably the hugest human asset the executives plot an association can actualize to energize representative imagination. Competency can be characterized as "the aptitudes, information, and practices that should be connected for powerful execution". These segments of competency are essential for upgrading individual commitments and for helping the association to succeed. Competency advocates trust that singular aptitudes and practices can be construed from occupation errands, while information is procured through training and work involvement. At the end of the day, individual capability is exhibited when an individual has the vital learning and abilities to play out a task, and a person's aptitudes and information to perform such assignments are shown by examples of conduct. Given that capability speaks to execution in the work environment, it very well may be viewed as a conduct result that phenomenal entertainers show more reliably and successfully than normal entertainers. Subsequently, Competency Based Pay is one instrument through which associations can convey the message to workers that their insight, aptitudes, and steady conduct are much esteemed (Alice H.Y, 2012).
Figure 17, Competency Based Pay, individual needs and employee creativity (Alice H.Y, 2012).
**Chapter 3 - Methodology:**

**3.1 Introduction:**

While portraying the root that will give the information to be analyzed and the techniques and design utilized gathering this information, I have opted to use in-depth semi structured interviews with the management and survey with the non – executives of the company selected for this research. I have chosen this method as an ideal way to collect data on an individual’s perspective, especially where sensitive topics are discussed. Data gathering, interview selection and survey are directly related to this research and the research philosophy, approach and strategy will also be surveyed in detail. Limitations and Ethical issues related with research method used will likewise to be explained. According to Saunders et al. subsequently there are important external knowledge to see how it is implicated and the nature of the knowledge (Mark Saunders et al, 2016c).

**3.2 Research Philosophy:**

According to Adrian Thornhill et al, The term Research Philosophy refers to an arrangement of convictions and presumptions about the improvement of knowledge. In spite the fact that this sounds rather significant, it is absolutely what you are doing while setting out on research, boosting knowledge in a specific field. The knowledge improvement you are setting out upon may not be as emotional as a new theory of human motivation, however an explicit issue in a specific industry you are, and regardless, boosting new knowledge (Adrian Thornhill et al, 2016b).

According to Philip Lewis et al, you may not understand but rather the research philosophy you embrace contains imperative assumptions about the path in which you see you the world around you. These presumptions will support your research strategy and the data collection strategies you pick as a feature of that system. For example, you may trust that the reason for research is to depict the wonders that we experience – to concentrate on what we can observe and measure. Then again, you may trust individual qualities, convictions, feelings and emotions are a valid area to consider. In this part we attach some labels to these different philosophical positions. It is
sufficient to state that, whichever of these positions you hold, it will have an impact on your decision of research design (Philip Lewis et al, 2012).

According to the researcher the primary data required for the research will be collected through semi-structured interviews with the management and survey with the non-executives of the organization of Royal Orchid Brindavan Garden, Mysore, India. Hence the researcher believes that the research follows an epistemology because the management has great experience and the questions are answered from their perspective. The researcher believes that the reward varies as there is an intentional behavior with executives. Hence the research follows an outlook realism approach. The overall research follows an epistemology realism philosophy.

3.3 Research Design & Approach:

Adrian Thornhill et al, advocates there are two ways to deal with research which is known as inductive reasoning and deductive reasoning (Adrian Thornhill et al, 2016a).

Alan Bryman et al state, Deductive reasoning is the legitimate process of getting a determination from a referred to start or something known as obvious, ‘‘inductive reasoning is the methodical procedure of setting up a general suggestion based on perception or specific facts. These two approaches are generally utilized in business and management research, especially as the reason impact relationship”. The mixed method approach to this research aims means to give the researcher a superior feel for what is the apparent opinion, both positive and negative, of the rewards structure and what affects that has on the topic being referred to (Alan Bryman et al, 2011).

The aim of this research is to interpret people’s behavior, a mixed methodology could likewise to be taken on the grounds that the result is worried about individuals really do and what they think. However, researcher frequently need to take look at standard behavior and the way of life of the company being referred to instead of taking a look at the implications through surveys or questionnaires. Therefore, the overlap of practices and implications balance particularly with mixed method research (Mark Saunders et al, 2016a).
Both of the approaches can be used regarding research data gathering from a few distinct sources, the researcher has chosen to take an inductive approach. As indicated by Raymond et al, when you adopt an inductive approach as far as the connection between the theory and observed research, you that point progress the reason of advancing from observed research to a theoretical outcome. Nonetheless, it is additionally conceivable to consolidate both deductive and inductive ways to deal with research and this can be beneficial in various ways, contingent upon topic decided for research (Raymond et al, 2001). Paul S. Gray et al states that, In spite of the fact that an inductive approach is finished examples that rise in the interviews and surveys, contrasting this and the ongoing published literature can be viewed as complimentary to a deductive research approach (Paul S. Gray et al, 2007).

The sort of the research topic under the scrutiny will decide the decision of research design approach you adopt. For this case, there is ample published literature accessible to help this research topic. Mark Saunders et al. states that, It is encouraged to set up a reasonable and straightforward research plan before you move to your data collection as to gather data before you know how you will break down this data may make a big deal about the data which is not appropriate. This is essential as the data collection in this examination is semi – structured interviews and surveys and the researcher did not have any desire to lose any open door for collecting the most applicable data (Mark Saunders et al, 2016b).

3.4 Research Strategy:

According to Boris Blumberg et al, the fundamental research approaches are “experiment, survey, case study, action research, grounded theory, ethnography and archival research”, and the method chosen will be the one most appropriate to your actual research questions and names should not be attached to the diverse kind of procedures. The strategy used in this research is a case study based on one company and centered on two in dept semi structured interviews and survey using a mixed approach. This will be the essential research technique and the analytical
questions can be seen further in this section. These questions created from the secondary research did as a review of current literature on reward systems structure (Boris Blumberg et al, 2008).

Ask caution in connection to the unwavering quality of primary research as you are further far from the subject than primary research. Be that as it may, the closer you are to the examination, the more alert you should show concerning potential bias of the researcher and researched. As indicated by Pervez Ghauri et al, “your decision of system will be guided by your research questions and objectives, the extent of existing learning, the measure of time and different assets you have accessible and additionally your own philosophical underpinnings” (Pervez Ghauri et al, 2005).

So as to acquire general data about the point being referred to, semi–structured interviews and surveys was picked up the most extreme measure of criticism and in accordance with the inductive approach. This permitted the researcher greater adaptability. It is critical that the interviewer outlines the questions in the right setting and comprehends the issues being referred to, subsequently the interviewee must have the capacity to clarify and comprehend, patterns and forms of behavior

3.5 Research Sampling:

This follows a convenience sampling is the most frequently used form of non–probability sampling. It is used particularly to select a small sample when collecting both qualitative and quantitative data. When a researcher selects a convenience sample, she or he is using their judgement to activity choose those who will best be able to help answer the research question and meet the objectives. Some of the population will have a chance of being chosen by the researcher while others will not.

The Respondents of this research are General Manager, HR Manager and Non–Executives. General Manager and HR Manager will undergo semi structured individual interviews will undergo for about 20-30 minutes. Each interview will be consists 12 questions which would cover all topics related to the research and helps to achieve the aim and objective of the research. The non–executives will be the respondent for the survey and the survey will be consists of 10 questions (Mark Saunders et al, 2012b).
3.6 Data Collection:

Data Collection, both primary and secondary, is a critical piece of the research procedure. Having distinguished your sources of information, Sheila Cameron et al., advices systematically the information in adequate quality and amount as to lead your data analysis. So if the researcher does not gather and accumulate the proper data, they won’t meet their research aims and objectives adequately enough to create believable and intensive findings. As already mentioned, in gathering primary research for this study, the researcher will utilize semi – structured interviews and surveys and refer to secondary data from the literature review (Sheila Cameron et al, 2009).

3.6.1 Primary Data:

John B Williamson et al states, consider essential research to yield more noteworthy truth-esteem as they contend the researcher has observed phenomena with their own eyes. It is commonly viewed as a prevalent type of data collection as the researcher will have shaped an arrangement of data collection quite certain to the research been attempted. In this sense, primary research has favorable advantages and disadvantages.

Advantages:

- Addresses particular research issue.
- Effective spending for data.
- More prominent control.
- Restrictive data, you don’t need to share it to other people.

Disadvantages:

- Time consuming.
- Can be costly.
- Not constantly practical to do it and approach respondents (John B Williamson et al, 2007).
With the primary data collection, I am conducting two interviews with the General Manager and HR Manager and survey with the Non – Executives of Royal Orchid Hotel, Brindavan Garden, Mysore. The idea of those interviews and surveys will be reliable with the chosen research questions. This research aims to set up how effective certain reward systems are on employee’s performance, there are 12 proposed questions, which revolve around 5 topics steady with the topics and data collected from the basic review of present literature. I intend to set up components which can impact the fulfillment and additionally disappointment of individuals in the working environment in connection to my research statement. The primary proposed questions or topics as identified with the secondary research seem to be:

- What types of rewards and recognition does your organization offer for non – executives?
- What are the requirements required for rewarding non – executives?
- How often are non - executives rewarded or recognized?
- Are the non – executives aware of the reward and recognition programs offered?
- Does rewarding non – executives help to achieve the goal of the organization?
- Are those rewards fair?
- Do the rewards rewarded to the non – executives’ increases job satisfaction?
- Is there any particular policy to reward non – executives?
- Are there any criteria for measuring the performance of Non - Executives?
- Is incentives rewarded for non – executives?
- Are the rewards currently practiced meets the expectation of Non – Executives?
- Is there any other rewarding system that makes the current reward system used to reward Non – Executives, to increase work engagement?
3.6.2 Secondary Data:

With the end for this research, the secondary information questions about comprised of a basic review of present published literature, so as to give a better understanding of the point being referred to. Although secondary information can be a valuable source of data to enable you to figure and answer your research questions, it likewise ought to be met with some alert, similarly as primary research. As indicated by Chris Hart, secondary source of data would first be able to appear to be applicable however upon closer scrutiny are not suitable to your research objectives and in light of this you should be cautious while choosing your secondary information sources and their validity.

Advantages:

- Simple to access.
- Ease to procure.
- May clear up the research question.

Disadvantages:

- May not be clearly defined to researcher require.
- Fragmented data in the information you have found.
- Not timely or in date important to your research (Chris Hart, 2005).

With the end purpose of this research, the secondary information comprised of online information resources, published books from the library data base and published books pertinent to questions about the topic. In spite of the fact that there was adequate secondary data accessible to the researcher indentifying with the theme being referred to, as indicted by Saunders and Lewis, a great many people abstain from doing research dependent on primary information just as they can be more educated activities as opposed to giving genuine useful recommendations. Nonetheless, this does not really imply that primary information based research projects don’t have genuine reasonable conclusion (Saunders and Lewis, 2012).

In blending the information collection techniques among essential and primary information gathering, I trust the research isn’t excessively theoretical and that the essential research gives
some parity as far as what is practical to the company as far as the theme being referred to and suggestions for further research.

3.7 **Interview Selection**

The research on which this thesis is based contains of 2 semi– structured interviews averaging around 25-30 minutes long and the questionnaire survey to the employees which consists of 5-10 employee’s of the different department who are working as Non – Executives.

Mark Saunders and Philip Lewis states, clarify the idea of interviews has to be in accordance with your research objectives, questions and technique. Interviews can be classified as below:

- Structured Interviews
- Semi-structured interviews
- Unstructured and In-depth interviews (Mark Saunders and Philip Lewis, 2012).

As mentioned before in the primary data segment, the semi-structured interview focused around various topics or questions. These were individual interviews led up close and personal and the information was recorded by audio recording and transcript into content form.

Saunders et al, Express that “in mixed research, the interview includes scrutinizing the subject while keeping up a sympathetic, that is, tolerating the subject’s casing of reference or regardless” (Mark Saunders and Philip Lewis, 2012).
3.7.1 Linking to the research:

As this is a descriptive research to a limited extent, identifying with a set number of semi-structured interviews, the point of the researcher was to set up a connection between the factors decided from the interviews and the survey which is effectively published secondary research.

As indicated by Raymond – Alan et al, the key point to recollect while connecting your interviews and surveys to your research is to consider connection between your research questions and objectives and the strategy and information gathering strategies used to accomplish these objectives (Raymond - Alan et al, 2001).

3.7.2 Data Standard:

Data Standard issues likewise should be cautiously considered regarding validating, bias and standard. The information should give firm help to the interpretation drawn from the research.

Mark Saunders et al states, consider the significance of telling great information from poor quality and that as you will be watchful about how much trust you put on secondary information so as to reach interferences form it, you too should be in any way wary and basic with your own essential research. The semi-structured nature of the questions has took into consideration an abnormal state of validity and relevance as I have utilized questions from an assortment viewpoints in connection to the subject being referred to. I was additionally mindful of the bias and lack of quality of potential data because the company which shapes this reason for this research.

There are three parts of reliable quality:

- It is a measure stable after sometime.
- Is there internal stability between things?
- Is the measure unconventional of the individual?

While building your research method, you have to consider the reliable quality of the information you deliver and the checks you will fuse to expand that dependability (Mark Saunders et al, 2012a).
3.7.3 Preparing the Interviews and Surveys:

Arranging ahead of time of the interviews and surveys is crucial to an effective result as far as substantial and solid data. The interview and survey questions, all interviewee’s were given a request to gain access form, confidentiality agreement and consent form before the interview to guarantee dependability of the research and to confirm all members are completely aware of the idea of the research preceding the interview. Relevant notes from the interview can be found in the appendix.

Sheila Cameron portrays the most critical preliminary components for conducting an interview as:

- Dimension of learning.
- Dimension of data provided to the interviewee.
- Suitability of researchers’ appearance at the interview.
- Nature of the opening remarks.
- Way to deal with addressing.
- Nature and effect of the interviewers conduct during the interview.
- Exhibit of attentive listening aptitudes.

The researcher for this situation checked on the literature review on the research questions in detail preceding the interview and this empowered them to build their validity with the interviewee. The researcher concentrated on five unique topics identifying with research question, at that point solicited a number from questions under each topic to enable the meeting more extension to go number of questions and give increasingly detailed responses as a whole. Explaining reporting skills and permitting the interview adaptability by the way they addressed question was likewise the methodology attempted in these interviews (Sheila Cameron, 2009).
3.8 Ethical Issues:

Cameron et al states that “ethical in research, as in day to day existence, are a mix of socialization, sense, carefulness and possessed the capacity to place you in the situation of others to think about and see our activities as others may do” (Cameron et al, 2009).

As the primary collected for this research involves in interviewing the management of Royal Orchid Hotels Ltd, Mysore, India anonymity will be maintained of the interview profiles. The reason for research will be explained to the interviewees and a consent form will be signed by the interviewees before interviewing. On completion of the research and once the research is graded the data related to the research such as the recordings will be deleted and will be informed to the participants of this research. This research will carry out according to the codes and conducts of Dublin Business School.

Despite the fact that I didn’t experience any ethical issues identifying with the interview questions, the questions are not intended to go into exceptionally incredible individual detail or test the respondent for all the more revealing data. The simple idea of this research study could be viewed as disputable for a great many people in the work environment who are liable to fluctuating degrees of remunerations and how those rewards influence them both actually and expertly. I plan to reveal in full the purposes behind the research, the method in study the consequences of the interview questions and to get their consent for utilizing the findings as a component of this research and to clear up that all individual criticism would be kept secret. This will be explained in the email going with request for the interview. A confidentiality agreement will also be presented and signed prior each interview led. The researcher has likewise looked after genuineness, uprightness and objectivity all through the procedure of this research study.

The researcher has recognized every past work that has been incorporate into this study thin about.
3.9 Research Limitations:

Gathering more in-depth information related to primary data could be a limitation according to the researcher as the interviewees would not share the complete information regarding rewarding their Non-Executives. Negotiating for more participants to participate in order to obtain a more in-depth view can be a limitation according to the researcher.

This research depended on interviews with the General Manager, HR manager and surveys with the Non-Executives of the company and they may offer a constrained point of view of how the acts of remuneration structures, particularly the non-financial ones, are seen by all employees in the company, at all dimensions. I take note of that my research centres on just a single company, so my outcomes may not be relevant to different organizations or businesses. It demonstrated hard to get more managers engaged with the research because of the idea of their jobs inside the organization. The research analysis and findings need to be estimated regarding these limitations and other probable limitations that may emerge.

The researcher has chosen Royal Orchid Brindavan Garden, Mysore as the researcher believes that in Hospitality Industry maximum numbers of employees who work are Non-Executives in various departments and through surveys. The researcher can reach maximum number of Non-Executives, which helps the researcher to analyze the trend to a better extent.

As this is a research that is done for obtaining the degree MBA, the time allotted by the college is limited. Hence the research may lack a deeper understanding on the reward structure used by the organization to reward its non-executives.
Chapter - 4 Findings, Analysis and Discussion:

4.1 Introduction:

Research findings and analysis are a critical part of the thesis report. Underscore the significance of research findings and the play an important role in regarding to primary and secondary data accumulated during the whole process of research to present a quality report. In this part I aim to display the findings from the qualitative and quantitative primary data research led. I will also aim to validate the primary data gathered and clarify any connections between the data collected. I will likewise explain the findings in connection to the speculations and literature discussed in the second chapter. I will at that point discuss about the rewards structure particular to the interview participants as far as how it as of now thinks about their own performance in connection to culturally diverse or useful nature of their work.

4.2 Interview participants and Survey respondents profile:

I conducted 2 semi structured in depth interviews with the General Manager & HR Manager of the Organization and also conducted survey with Non – Executives from different department of the organization. The interviews were conducted at an average of 25-30 minutes and were also recorded for further reference in future. The survey was conducted which consists of 15 questions for each employee for better understanding from the employee perspective. The interview participants are referred to below as P1 and P2. They would for the most part be viewed as a reasonable representation of functional zones with the different department of the organization.

4.3 Qualitative Questionnaires (Interview with the General Manager and HR Manager of the Organization):

Question 1:

What types of rewards and recognition does the organization offer for non – executives?

The question is to know how effective is the reward system of the organization towards Non – Executive employees. As stated by P1, the management has very well structured rewarding policy for non – executives. For example the management will conduct town Hall meeting at the
start of every month to recognize and reward the outstanding performer of the previous month and service charge will be included in the salary as monetary reward which is paid out once in every three months according to the business of the organization. This includes both executives and non-executives and it will end up by rewarding the best performer and P1 also believes that this type of reward will also increase the competition among the employees. As stated by P2, the management has a policy where the financial rewards will be awarded to the employees which includes all departments and both executives and non-executives employees to improve and want employees to involve more in the work. Service will be paid to all employees who are designated under level 3 and below which also includes non-executives and it also depends on the quarterly business of the organization.

**Question 2:**

What are the requirements required for rewarding non-executives?

This question is to know that, is any specific or particular requirements required to reward non-executives by the management. As stated by P1, the management will look at the quality of the work done by the non-executive and it also take attendance into consideration to reward a non-executive. The reward will be awarded each and every month to motivate the non-executives. As stated by P2, the HOD’s will monitor and they will directly review to the management about his/her employees, the management will also look into non-executives attendance and the performance review which is given by the HOD will take both into consideration to reward non-executives.

**Question 3:**

How often are non-executives rewarded or recognized?

In this study, the idea is to know the control system of an employee, if there would be any specific policy to reward a non-executive employee or to understand if there would be an inability to authorize the company’s proper code of conduct. As stated by P1, all employees will be treated and rewarded based on their performance and dedication towards the work. There is
no specific time or period to recognize the good work done by the employees. As stated by P2, the best performance will be always recognized immediately and he will be rewarded in the following and there is no discrimination in rewarding the employees whether it is executives or non – executives.

**Question 4:**

Are the non – executives aware of the reward and recognition programs offered?

In this study, the idea is to know whether the non – executives aware of their rewards and targets to achieve to get rewarded by the organization and also to know how employees are aware and following the reward system policy. As stated by P1, all employees including non – executives will be having targets to achieve their goals and employees will plan and perform the task according to their targets and the best one will be always recognized and rewarded. For example: there is a monetary reward for the best performer of the month and all the non – executives are aware of these programs. As stated by P2, all non – executives are fully aware of the reward programs and they are working towards to achieve the targets. These kinds of program will also increase the competition and engagement in the work, which is very helpful for the employee and organization.

**Question 5:**

Does rewarding non – executives help to achieve the goal of the organization?

This question is to know, how the rewards are motivating the non – executives in order to improve and implement the task which is assigned by their respective managers. As stated by P1, since the organization has a very good rewarding system is improving the goal of the organization and it is also helping our non – executives to improve their work and the organization is also providing training for the underperforming workers to improve better and it motivates them. As stated by P2, when there is a good rewarding system it helps employees to perform and do their best. Since we have a good reward structure it made our non – executives to
improve the work and perform better to achieve the goal of the organization and it also motivated the non–executives in a right way in shaping their career.

**Question 6:**

Are those rewards fair?

This is question is know that all the non–executives are getting a fair rewards for the work which is done by them and for the efforts which they put on the work. As stated by P1, all rewards are fair to each and every employee. When it comes to reward, the management never discriminate among the employees. Rewards will be awarded according to the performance. As stated by P2, reward policy is fair enough and same to all the employees. The management will reward both executives and non–executives according to their experience, targets achieved improvement of the skill and also the goal achieved to the organization. There is also a certain policy like the organization used to take the non–executives for a day out twice in a year.

**Question 7:**

Do the rewards rewarded to the non–executives’ increases job satisfaction?

This question is to know that whether non–executives are satisfied with the current reward system and also to know it may increases job satisfaction. As stated by P1, the management has a very good reward policy like monetary award, best employee of the month, customer champ etc these will be very helpful to increase job satisfaction for non–executives. As stated by P2, the current reward policy has played an important role by increasing the job satisfaction among non–executives and it is also very useful to the organization growth and individual growth. Our reward system also motivates non–executives to do a better work.
Question 8:

Is there any particular policy to reward non – executives?

In this study, we can know whether the organization has any particular policy to reward their non – executives and to know what is the criteria to get rewarded. As stated by P1, the management doesn’t have any particular policy or criteria to reward non – executives. The management will look only on the performance of the non – executives and there is no particular policy for any employee. The policy remains the same for all the employees. As stated by P2, the management will reward all of its employees on performance basis. The only criteria to get rewarded by the organization are he/she should be the best or outstanding performer and also he/she should be punctual to work.

Question 9:

Are there any criteria for measuring the performance of Non - Executives?

This question is to know that on what criteria the management is measuring the performance of Non – Executives and how they reward its non – executives. As stated by P1, the main criteria for measuring the performance are their punctuality and dedication towards work. All employees have achieved the target within the given time and the performance will be reviewed at the end of every month, to keep a track on employees who are doing well and who are failing to do well. As stated by P2, the reporting manager will review the performance of non – executives and he will prepare a report of his/her employees and the same will be forwarded to the HR and the at the end of every month the General Manager will review the performance of all the non – executives, based on the performance the non – executives will be rewarded by the management.

Question 10:

Is incentives rewarded for non – executives?
Reward Management

This question is to understand is there any incentive policy for non – executives. As stated by P1, the management does not have incentive policy for the non – executives and the incentive policy are there only for the marketing people. Since the other employees does not have any target towards sales and promotion there are not eligible for incentives as per the company policy, as stated by P2, employees including both executives and non – executives are not eligible for incentives except marketing people who are the only department employees who are eligible to get the incentives as a part of their salary. The management does not give any incentives for the non – executives since they have any target on sales.

**Question 11:**

Are the rewards currently practiced meets the expectation of Non – Executives?

This question is to understand that non – executives are satisfied with the current reward system which is in practice and doest it meet their expectations. As stated by P1, the current reward system is helping non – executives to work better and it also motivates them since they are getting monetary reward. It is also making employees to engage more with the work. As stated by P2, the present reward structure is motivating the non - executives and it is improving the way of their work and they are also satisfied with the rewarding policy and working towards to achieve the organizational goal. Current reward structure is also helping non – executives to fulfill their needs and concentrate better on work.

**Question 12:**

Is there any other rewarding system that makes the current reward system used to reward Non – Executives, to increase work engagement?

This question is to know that is there any reward policy to motivate the non – executives to increase the work engagement and to increase the dedication towards work. As stated by P1, the company will provide service charge to all its non – executives and it is also helping to increase the work involvement and it also helps the employees to focus more on the work. As stated by P2, the management will give bonus to all its non – executives once in a year and the
management also have a policy of distributing the service charge on every quarter because they are getting less wages, so this also motivates all the non–executives to work better and involve more in the work.

**Analysis of Qualitative Research:**

Participants conclude that they have a well-structured rewarding policy in terms of recognition for non-executives. (Kevin J Murphy, 2000) further states that incentive schemes motivate non-executives to a greater extent to perform better. However, the effectiveness of the scheme is depended on how well the scheme is executed. The organization has to decide on execution models and utilizing their spending plan makes the current reward system more effective. From interviews, participants come to a common term that the management of the organization rewards its employees on a regular basis to motivate their non-executives. On reviewing the performance of non-executives, (Karthik Namasivayam et al, 2007) states that hospitality industry HR officials give careful consideration to the nature and level of advantage being offered to non–administration representatives. For administration workers, then again, it is more critical to take care of the level of direct pay keeping in mind the end goal to guarantee more elevated amounts of hierarchical execution. From findings, the non-executives are rewarded very regularly. However, there is no specific time or period to reward their non-executives. According to (Sharron A Willemse et al, 2008) firms must track their money related execution and furthermore convey non-budgetary execution measures to make a hierarchical culture that advances work fulfillment, strengthening, preparing and representative fulfillment. All the employees including both executives and non-executives are completely aware of the rewards and recognition program offered and this leads to more work engagement in employees and creates a competitive work environment, according to the interviews. According to (Julia Christensen Hughes, 2008) factors such as Individual association with one's supervisor, Worker advancement, Associates/colleagues, Pride about the organization, Pride about the organization, Nature of the activity and Trust and respectability increases the work engagement in non-executives. From findings, rewarding non-executives helps the in increasing the overall
performance of the organization and the goal of the organization can be achieved. According to (Thomas A Birtch, 2010) workers are an essential wellspring of upper hand in administration arranged associations. Praiseworthy client benefit is a key separation methodology in the inn business. Adjusting worker conduct to an association's vital qualities and goals is in this way basic to firm achievement. Participants agree that the rewards rewarded irrespective to executives or non-executives are all fair and also the reward rewarded to the non-executives increases the job-satisfaction in them and motivates them to perform better. This is disagreed by (Eric S.W Chan et al, 2015) the hotel business is described by famously poor wages, low professional stability, long working hours, and move works. In particular, analysts contended that high turnover is an immediate result of representative disappointment with the association giving what workers require in a work environment. Which leads to dissatisfaction and disengagement in work by non-executives? From findings, there is no particular policy or procedure to reward non-executives. However, they are rewarded based on their performance and there is no standard performance reviewing or measurement followed. (Y.Y. Chang et al, 2010) states that managers should explicitly characterize execution to enable the groups or workers to perceive the hierarchical desires so as to satisfy the authoritative objectives. At the end of the day, managers must set solid objectives, follow the satisfaction degree and assess the groups' or workers execution, which will help the firm to give rise to a reward policy. From findings the management does not follow any incentive scheme for non-executives. According to primary data the current reward system meets expectation of non-executives in terms of monetary rewards.
4.4 Quantitative Questionnaires (Findings and Analysis from employee survey)

Question 1:

What is your age?

What is your age group?

10 responses

- 18-26: 30%
- 27-36: 40%
- 37-46: 30%

Figure 18 Age Group

Analysis

In this quantitative question, age group plays an important role in Indian Hospitality Industry. 30% of the respondents are aged from 18-26 which means the organization is targeting on new talents, which also good when they look for long term plan. 40% of the respondents are aged 27-36, which means the organization has more middle level employees who are experienced and can work for long time with the organization and it also helps the organization by saving time on recruitment and training of new staff and it also helps new joiner’s to work with experienced employee’s. 30% of the respondents are aged between 37-46 which shows that the organization has a very well and highly experienced staff who are working in the organization and it also a positive for them by having such an experienced employees. Thus, it can be analyzed that the age group of 27-36 plays a major factor in the Indian Hospitality Industry.
Analysis
In this quantitative question, gender plays an important role in the Indian Hospitality Industry. These features may incorporate the sex based structures and the gender identity character. The thought is break down the male and female respondents that are related to the Indian Hospitality Industry. 45.5% of the respondents are Male whereas 54.5% are female. Hence by looking into this question it can be predicted that the organization has more female employees association compared to male. Other than that, gender unevenness emerges because of the outcomes on different factors like aging, natural factors etc.
**Reward Management**

**Question 3:**

What is your marital status?

![Survey on marital status]

**Figure 20 Survey on marital status**

In this area the idea is to look whether the employees have families or family commitments who are working in the Indian Hospitality Industry. 27.3% of the respondents are single, which means the employees are fully flexible since they doesn’t have any family or family issues and they can concentrate and engage more on work. 72.7% of respondents are married and all those will have a family and family commitments. It would be more affective to the organization if the employees loose the concentration towards work and it will be a lose to the company. It could be predicted that the Indian hospitality industry has more number of workers who have family and commitments.
**Question 4:**

What is your current employment status?

![Pie chart showing employment status]

**Figure 21 surveys on employment status**

This question is to know the current employment status of the employees and to understand what kind of contract has been offer by the organization to them. 45.5% of respondents are working on – contract which they will be on third party payroll and might be a chance in future to become a permanent employee. 36.4% of respondents are working on a temporary basis and it says that there might be no chance of taking them to the roll of the company and the management can remove them at any point of time. 18.2% of respondents are working on permanent basis and it can be analyzed that only highly experienced employees are working on a permanent basis and the organization is not ready to take new employees directly to the roll of the company. It could be predicted that the organization is mainly depended on the contract workers and the company has more contract employees compared to permanent employees.
**Analysis:**
According to survey result non–executive feels that since maximum numbers of employees are working on temporary basis. (Halil Nadiri et al, 2010) high job satisfaction is critical to managers who trust that, an industry has a duty to give individuals employments that are testing and fulfilling. The organization also needs to improve their hiring strategy to motivate the employees and for the growth of non-executives.

**Question 5:**

What is your highest qualification?

![Figure 22 surveys on highest qualification](image)

Analysis: This question is to analyze the qualification of the non–executives who are working in the organization and to know whether they are skilled or unskilled workers. 36.4% of respondent’s qualification is PUC whereas 63.6% respondent’s qualification is Diploma. It could be predicted that the organization has more number of skilled employees who are working in the different departments which also improves the organization to achieve its goals.
Question 6:

What is your current monthly income?

![Figure 23 surveys on current month income](image)

**Analysis**

This question is to understand how non-executives are remunerated by the organization and whether is it fair enough. 45.5% of respondents are working for a minimum wage in which they can be satisfied only with basic needs. 36.4% of respondents are working for a salary of just above the minimum wages, which is also less compared to other level and qualified employees. 18.2% of respondents are getting a middle level structured remuneration which is just above the basic salary which is offered by the company. It can be analyzed that the employees in the organization are working for a lesser salary since there is more competition in the Hospitality Industry and employees are making themselves satisfied for what they are getting paid from the company.
Question 7:

How many years of experience do you have in the organization?

![Figure 24 surveys on total experience in the company](image)

**Analysis**

This question is to understand the experience level of employees in the same organization. 45.5% of respondents are experienced between 0-5 years. The company has more percentage of employees who are less experienced and trained. 27.3% of respondents are experienced between 8-12 years. The organization has some mid-level experienced employees who has some good experience in the organization. 27.2% of respondents are experienced between 12 years and above, this shows the company has a good retaining policy when it comes to experienced employees. It could be analyzed that the organization has some good experienced staff and it is most relied on the less experienced staff whose percentage is 45.5. This also shows the company is looking for staff who can work for long term with the organization.
Question 8:

Are you satisfied with the rewarding system of the company for Non – Executives?

Figure 25 surveys on rewarding system

Analysis

According to the Secondary data gathered from the previous researchers reveals that, is an expansive build that has been said to speak to whatever a representative may esteem that a business will offer in return for the worker's commitment. A reward framework is commonly involved an assortment of budgetary and non-money related instruments. Coordinate (e.g. basic pay), backhanded (e.g. benefits), settled (e.g. pay) as well as factor (e.g. bonus/incentives) rewards are budgetary in nature. Representative execution is likewise a multidimensional develop. It has been characterized as far as individual qualities, abilities, practices and results (Flora F.T Chiang et al, 2008).

This question is understand and analyze whether the non – executives are satisfied with the reward system and policy of the organization and is it fair enough compared to executives. 33.3% of respondents agree that they are satisfied with the current rewarding system which is in practice whereas, 66.7% of respondents are not satisfied with the current rewarding structure of
the organization. It can be analyzed that almost 2/3 of the non – executives are not satisfied with the current reward practice of the company which also says that it is not fair enough.

From the above data it is clear that the management has to improve the policy and their reward structure. The non – executive employees are not satisfied with the current reward practice in the organization.

**Question 9:**

Do you think there is a growth for Non – Executives in the company?

![Pie chart showing responses to Question 9](image)

**Figure 26 surveys on growth for non - executives**

**Analysis**

According to the literature review, the high rate of steady loss is additionally identified with the labor request and supply circumstance in the different areas of the economy. As the open door for work increments, talented individuals end up with more decisions and by changing occupations they can anchor larger amounts of pay and vocation upgrade in the short run. The frail work advertises circumstance for the accommodation business in India. This is described by a huge however moderately untalented workforce who persevere through long working days with
no lowest pay permitted by law insurance in bureaucratic hierarchical settings (Kamal Manaktola et al, 2009).

This question is to understand that is there any growth for the non – executives in the organization. 8.3% of the respondents feel that there is a good growth in the organization. 25% of the respondents feel that there is no growth for them in the company and they are not satisfied for what they are getting from the company. 66.7% feel that there might be some small growth in future for them. It can be predicted that the company might have some growth in the coming years and this also motivates their employees.

From the above we can analyze that, the company is not providing proper appraisal, incentives, bonus etc for the non – executives, it also reflecting on their growth. The company try to implement new policies which improves the growth rate of non – executives and for betterment of the company.
**Question 10:**

Do you feel the current system and management of the hotel are effective and motivated?

**Figure 27** surveys on current reward system and management

**Analysis**

From the literature review, undoubtedly, there are government rules that enable cordiality administrators to rebuild pay parts to meet the lowest pay permitted by law rate. Especially all or part of the administration charge may now be changed over to frame some portion of fundamental compensations. Therefore, increment in fundamental compensations may not really prompt increment in absolute pay rates. Workers likewise trust that cordiality administrators may lessen or wipe out incidental advantages and, in this manner, discredit the advantage of the lowest pay permitted by law (Joo-Ee et al, 2016).

This question is to understand and to know that the non – executives are motivated with current reward system and the management. 16.7% of respondents agree that they are motivated with current reward system and the management of the organization. 16.7% of the respondents strongly disagree that there is no motivation with the current reward system. 25% of the respondents feel that there might or might not be any motivation with the current reward practice.
and the management. 41.7% of the respondents disagree that there is no motivation with for the non – executives from the management and even there is no proper reward system in practice to motivate them. This could be predicted that 2/3 of the non– executive employees feel that they are not motivated by the management and this can also affect the company.

From primary and secondary data, the researcher rationalizes that, the non – executive employees are not satisfied with the current reward practice and it also reflecting on the motivation. Hence the company has to develop and implement fair reward policy for executive and non – executive employees.
Chapter 5 - Conclusion & Recommendation:

5.1 Conclusion:

Non-executives are employees who are the backbone of the industry and they are also less educated who will be getting less remuneration from the organization and it is difficult for them to fulfill their basic needs and to run the family. It is also very difficult for them to provide proper education to their children. There are controversies between executives and non-executives regarding the reward structure and different rewards rewarded to non-executives. Executives are employees who work in different department like Accounts & Finance, Front Office, Food & Beverage, Engineering etc. the company has 1 manager, 3 executives and around 5-7 non-executives in each department. Executives get paid more from the management and it is also affected to the non-executives. Executives have many benefits like incentives, bonus, transportation, higher salary etc which will reflect on the performance of non-executives. The rewards rewarded to non-executives are based on the measurement or through reviewing performance. The organization has no clear performance measuring or reviewing methodology, which may give rise to unfair reward system for non-executives. The hotel business is described by poor wages, low professional stability, long working hours and move works. All these factors reduce the work engagement in non-executives leading rise to decrease in work performance and thereby de-motivating the staffs. It becomes critical for an organization to structure their reward systems, according to the primary needs of non-executives which will motivate them to perform better. Non-executives are also not satisfied with the current reward system and they also feel that the performance is not measured in a proper way. Though non-executives are extending their working hours and working hard towards the organizational goal, still they are not rewarded fairly and they do not have any other benefits like other executive employees. The remuneration for non-executives is very low and they remunerated just minimum wages and they are not motivated by this. Non-executives are not satisfied and motivated with current reward system and with the management which is not a good sign to run a business and it will also negatively reflect on the business and also on the growth of the non-executives. Since most of the non-executive employees are employed on contract and temporary basis, the management does not intend to take them on the roll of the company. The management has to change and implement their rewarding structure and policy has to be
modified. There are certain factors that would cause employee de-motivation and it may make them to engage less in the work. This may have an area where lack of interest towards work and lack of team work and stability.

In the research, both from primary and secondary data collected, it is very clear non – executive employees in general hold negative views on the current reward system and practice in the organization and although the management is lacking to motivate its non – executives and there is no clear communication to the non – executive employees. This is not seen as beneficial to the non – executive employees and to the organization as a whole.

5.2 **Recommendation:**

- Having a reward system for non – executives is a must and the organization must ensure non – executives must be completely aware regarding the rewards and the benefits that can be obtained from the organization for improvement in quality and performance which helps the organization to achieve its business goal.

- The non – executives are rewarded based on review of performance. However, there is no standard procedure to review or measure the performance of non- executive which can make the reward practice unfair. So it is a must that the organization introduces a performance measurement method or criteria.

- A clear communication between the executives and the non – executives is a must. The management of the organization must clearly communicate the objective, role and responsibilities of the job to the non – executives which increases the performance of non – executive employees.
Chapter 6 - Reflection on Self – Learning:

As I complete my dissertation related with MBA and review about the self-learning and abilities gained during the time. I sense a feeling of strengthening and organized certainty that was not excessively obvious in me a professional prior joining the course. The decision of point for my dissertation and the abilities I have procured to complete it, have demonstrated both persuading and beneficial in my professional career. This has led to a behavior change by the way how I act and process data. When I first came to Dublin I faced a lot of difficulties and since I was a working professional I had a gap of 4 years and I felt very difficult at first to change myself as a student. The education system where I studied in India is completely different compared to here and it took some time for me to adapt and it was more challenging for me. At first, I found very difficult to do the assignments, later I got adjusted and learnt a few new things which I never learnt in the past. I met new people from different nationalities in DBS and it also helped me to do in well in group assignments by interacting with the group members. All my previous assignments helped me to do well in my dissertation and it also improved my presentation skills which is a plus for me. As a Human Resource professional, being inside my comfort zone of operations, I made a choice to deeply understand the power of the operations. Especially, what and how to make them to perform better and increase the value of a company. These are the important sections to the success of any company in the current globalized and market place. This task has proved very challenging for me, but I also believe that it has given me a valuable sight into the field of study and subject that I find many HR managers and the management do not pay any attention to non – executives. This topic has felt very relevant to me since I had worked as an HR in the same organization.

The result of this study made me to find both in my research and from my previous experience have some serious issues and negative impacts on all the aspects of Hospitality Industry in India. The choice of the topic and the process of the study have undertaken in order to complete the task. As I was working part time during my studies, I found very difficult to manage the time and it was not easy to overcome, focusing both on the studies and part time was not an easy task for me. Finding in a fine balance between the MBA program and my part time job was very challenging and stressful. However I managed both of them and made sure that all the assignments was submitted by maintaining the quality of the report and before the dead line.
Kolb’s learning theory sets out four clear learning styles, which depend on a four phase of learning cycle. Kolb clarifies that diverse individuals normally lean toward a specific single distinctive learning style. Different components impact an individual’s favored style (David Kolb, 1984). While conducting my research, I found that this learning style is very similar and parallel to my own learning style and it also helped me in doing my research. I do believe several parts of my research themes deserve further consideration by researchers and who have potentially not kept up to pace with the quickly changing of nature of the workforce of Hospitality Industry in India.

\[\text{Figure 28 Learning style (Kolb, 2017)}\]

The researcher developed a set of skills during the academics such as Leadership, Motivational Ability, Adaptability and Personal development skill. These skills can help to develop into a leader who contributes to a positive and productive work environment.
Bibliography:


Reward Management


Reward Management


Appendix 1: Survey Results:

What is your age group?
10 responses

- 18-26: 30%
- 27-36: 30%
- 37-46: 40%

What is your gender?
11 responses

- Male: 54.5%
- Female: 45.5%
- Prefer not to say: 0%
What is your Marital status?
11 responses

- Single: 72.7%
- Married: 27.3%

What is your current employment status?
11 responses

- Permanent: 45.6%
- Temporary: 36.4%
- On - Contract: 18.2%
What is your highest qualification?

- 63.6% for Diploma
- 36.4% for Degree

What is your current monthly income?

- 45.5% for Less than 8000
- 36.4% for 8001-12000
- 18.2% for 12001-16000
- 18.2% for Above 16001
Reward Management

How many years of experience do you have in the company?
11 responses

- 0-5: 27.3%
- 5-8: 27.3%
- 8-12: 33.3%
- 12 & above: 66.7%

Are you satisfied with the rewarding system of the company for Non-Executives?
12 responses

- Yes: 33.3%
- No: 66.7%
- Maybe: 0%
Do you think there is a growth for Non-Executives in the company?

- Yes: 66.7%
- No: 25%
- Maybe: 8.3%

12 responses

Do you feel the current reward system and management at your hotel are effective and motivated?

- Strongly Agree: 41.7%
- Agree: 16.7%
- Neutral: 16.7%
- Disagree: 25%

12 responses