

Raising the standards of policies for advancement: A comparison between the Human resource policies of service sectors of India

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ABSTRACT

Dynamism in the requirements of time makes the work of an HR department more significant both from building the graph of the organization in the upward direction but also to streamline the growth of the employees in each department. Retaining the employees and giving them the training is the must activity which has to be included in any kind of industry whether be it manufacturing or service industry. But in service industry it is more important to consider these two factors because the skilled human capital will make it possible to bring and imitate the various changes occurring in the environment and so is the Organization's main source of competitive advantage, the HRD function is more significant in service sector companies. The degree of intellectual capital, which is a chief support in the contribution of the human resource is used to evaluate brand value in the services sector, such as financial and technological companies. The rules and procedures must address a variety of topics, including technical, clerical, management, administrative, and other sectors. Employees are obliged to complete training and development programmed when they are hired by an organization. They receive information about human resources policies and processes through these programmed. Human resources might gain significantly when they adhere to the policies and procedures. Thus this study aims to explore how HRM policy affects firms and their employees, as well as the discrepancy between policy and practise.

Keywords: *HR practices, service industry, Talent management, Career Perspective, Jobsecurity, Organization's name and fame.*

INTRODUCTION

To hire and maintain the human capital has become the need of an hour for each organization. Moreover, retaining the highest skilled and talented human resource is also not less than an arduous journey for any developing sector of India. The trends of the economy outside the organization tends to change and so the effect of it is on HR practices. The internal environment also undergoes through various transformations with distinct variables which compels to HR manager to switch onto new pattern of strategies to be brought up in developmental era of the world. Trained individuals leaving the organization is the biggest loss in terms of increase in cost structure. Threats like this takes much time to recover on the part of HR department.

The research has been carried out with purpose of tracing out some serious loopholes in performing the selective HR practice between the different sectors prevailing in India after which an attempt will be made in the direction of continuous and positive development so that ethics and other principles can be kept in mind and followed properly. It becomes more significant as it is complimentary to its main purpose which talks about the enhanced flourishing outcomes for the selected sectors and will help boost them in order to grow with intend to succeed and attain the objectives of a particular organization.

Following are sectors which will be considered for the purpose of the study:

- Hotel Industry
- Hospital Industry

- Banking Industry
- Aviation Industry

The above sectors will be differentiated based on three HR practices which are mentioned below:

- Work engagement through retention of employees
- Training of the employees

The impact of this research will be seen broadly in the service sector. Employees who are willing to explore their career in any of the above sectors can grab an idea regarding the internal and external functioning as well as the pros and cons of entering the industry. Along with it also the HR professionals who wish to grow their future in this line can get an advantage by having a sort of knowledge regarding how to react and act on any HR practice which are mentioned above. In short with the positive motive an attempt will be made so that employees which are most concerned area can get satisfaction with whatever job they are doing for the reason behind developing their career. Organization at the same time will gain a powerful position if ethics of HR practices are followed with due acceptance on the part of HR department of the concerned industry.

Any organization's tactics, rules, culture, and environment are crucial for its success. A worker is the fundamental functional component of any industry. The growth of that industry will ultimately result from the development of its fundamental component.

HOTEL INDUSTRY

It is crucial to choose the correct individual for the job, plain and simple. It goes without saying that one of the most crucial aspects of the hospitality sector is recruiting the appropriate people. Employee retention is one such aspect. The fact that working in the hospitality sector may be extremely demanding and difficult is one of the key causes of the high staff turnover rate. Hotel workers frequently must put in lengthy shifts, weekends, and holidays. Additionally, they frequently must face challenging visitors and unpleasant situations. In addition, a lot of hotels provide inadequate pay and few chances for promotion. The fact that so many hotel employees choose to leave their positions each year is not surprising as a result. Since the service sector is a competitive one, providing high-quality services is essential to gaining an advantage and running a profitable business. Two methods exist for maintaining service quality: the training, retention of qualified personnel who have mastered the art of quality service, development of the employees, and development of their skills.

Significance of training in Hotel industry

Employee development is crucial because it enables each person to broaden their knowledge base and improve their job-related skills, making them more productive at work. Even though staff training is expensive, if done consistently, the return on investment is significant.

Most hotels now have a separate training cell that is run by the training manager since they have realized how important training and development are. The practise today is to allocate separate budgets for training. The majority of large, international hotels base their spending plans in part on either the hotel's yearly revenue or the sum of all staff salaries. The annual training plan directs the standardization and delivery of the training modules. Training sessions are held to improve knowledge, skills, automation adaptability, stress management, safety and crisis management, interpersonal and communication abilities, and general work methodology.

Through consumer feedback, changes in the employee's attitude and behaviour and repeat business; training can be evaluated. Success in the training process and the application of the customized training assessment model are positive managerial instruments that will support high performance and productivity both at the individual and organizational levels, in addition to homogeneity and a solid organizational culture.

Retention of employees in Hotel industry - "SAFEGUARDING OF JOBS"

It's critical to comprehend the underlying causes of a low employee retention rate if you wish to decrease staff turnover in your hotel operation. You may take action to fix those issues if you are aware of what is driving your employees away, which will help you address the challenge of how to keep employees in the hotel sector.

Because supportive workplace environments with chances for growth and development are provided by organizations with excellent human resource management, employees stay with those organizations. Additionally, the company gains from the high level of service that the qualified and devoted staff members deliver. Training can therefore provide a competitive advantage that boosts staff retention.

In India, the hotel sector has promising futures. The staging of prestigious international events like sporting competitions, trade shows, and exhibitions in the nation is anticipated to aid in drawing both domestic and foreign tourists, in addition to the growth of the hotel industry.

The hotel sector benefits greatly from numerous potential for future growth and development, both nationally and regionally. The growth of current hotels as well as opportunities for new players are being made possible by initiatives and actions taken by the federal and state governments to improve tourist and hospitality sectors.

The leadership of hotels may progress on giving personal one-on-one feedback to the staff, focusing mostly on their work-life balance, performance, work environment, role clarity, and goal clarity. Employees in the hospitality business look forward to receiving regular feedback. Similarly, the relationship between employees and their company can be improved, making it easier for them to get involved, which will lead to higher levels of employee engagement.

The hotels with flexible work schedules and places where employees are valued have the highest levels of employee engagement. The hotels with effective management put a strong emphasis on allowing their staff members more freedom in terms of how they work, giving them a chance to advance their competence. Such a method inspires staff to develop original ideas for fostering a positive organizational culture.

Hospital industry

The healthcare industry in India has advanced significantly in recent years. The types and standards of hospitals have significantly evolved over time. The majority of hospitals today are working to build state-of-the-art facilities and aim to offer all ultra-modern amenities. Hospitals offer the necessary infrastructure for healthcare.

Healthcare firms that are successful put a strong emphasis on attracting human resource assets and actively work to reduce and avoid significant staff turnover. The key to the resolution is to comprehend the essential elements around the significance of evaluating staff turnover, understanding how it affects patient care, and realizing what is required to retain great employees. For a healthcare department to succeed and provide high-quality service, it is essential to monitor personnel turnover.

The healthcare industry was acknowledged as an industry in the middle of the 1980s. As a result, obtaining long-term financing from financial institutions became possible. In order to expand the industry, the government also decreased the import taxes on medical technology and equipment

Training in Healthcare industry

The HR team will frequently be responsible for creating a well-designed training programme. Leaders in human resources must create onboarding strategies so that new hires may understand their roles, timetables, and expectations. Additionally, new hires must become highly comfortable with their routine activities, pick up any company-specific terminology, and build bonds with their coworkers.

Any firm must train new hires, but the healthcare industry requires it more than any other. Sometimes, the distinction between a poorly trained employee and a well-trained one can be the difference between life and death. Making certain that everyone has the appropriate licenses and certificates is another aspect of onboarding new staff. The HR staff will be responsible for ensuring that people who require certifications have them and that licenses and certifications are updated in a timely manner. It is essential to use software to keep track of all of these renewal deadlines and education requirements. Both compliance training and training on recognizing sexual harassment and other workplace issues may be required including training in areas like leadership, soft skills, digitization, and more that expands staff competencies.

Retention of employees in Healthcare industry

Hospitals, clinics, and other healthcare organizations must closely monitor their bottom line even though the healthcare business aims to better the lives and health of everyone. After all, these groups cannot provide services to anyone without money. Healthcare organizations need to be able to pay their employees and keep staff turnover to a minimum. This means that managing human resources is crucial in the healthcare industry. Healthcare institutions suffer financial losses when nurses, administrators, and other staff members change positions.

Keeping employees on board is essential for developing talented teams. Maintaining employees' happiness and motivation is essential for retaining them. Healthcare is a field where working long hours in a high-stress workplace can be particularly difficult. But all is not lost, as there are still practical strategies to boost motivation and satisfaction at work, which may just be the secret to lowering your turnover rates.

Human resource department in healthcare industries strategies and plan for effective retention policies which are as follows:

- Ensure that employees feel valued beyond compensation.
- Provide a equitable salary structure for employees which are prevalent in the healthcare industry so that it doesn't become the reason for employees to leave the organization.
- Draw a well designed schedule of employees working which is flexible so that employee don't feel stressed and can get much relaxation.
- Let employees know that their achievements brings great productivity to their organization. Give them the recognition of their efforts so that even if they have to work for long hours , they get much motivation at place which will help the healthcare industry retain more employees.
- Let employees be heard. Ask their views about any kind of policy framed by the organization regarding employee and patient safety. By doing this their will be more availability of good mindsets with different views and again employee will feel welcoming in the organizations.
- Errors can increase patient safety and improve the quality of care when they are viewed as teaching opportunities for staff rather than causes to discipline them. Better communication makes it easier for managers to give employees constructive criticism they can utilize to execute their jobs more effectively, and it also makes it more likely that employees will accept such criticism.

Banking industry

Some of the largest Indian banking institutions are under performing in terms of the efficacy and efficiency of their HR services in the current difficult economic climate. In order to achieve operational excellence, increase workforce effectiveness, cultivate future leaders, and take advantage of the expansion of emerging markets, the HR department in the banking industry must be able to adapt to shifting internal and external challenges. The company strategy, workforce structure, use of technology, and entry of new companies in the banking sector have all undergone significant transformation.

Training in Banking industry

With the development of banking sectors and the increase in the number of branches, a large number of job opportunities are created, attracting many applicants to join the banking sector. Thus, training is critical for streamlining the process. Candidates from various backgrounds are being recruited for a single banking platform.

Aside from theoretical training, practical training is also required for bank employees. Employees are required to visit branches and agencies in order to become acquainted with the operations and client or customer base, as well as their needs and expectations. A different training programme is created for each level. However, there aren't many training programmes known as multi-level and created for both officer and clerical workers interacting with the clients and partners to understand their expectations and needs.

Following quarterly training programmes, banks typically undertake training programmes based on the needs that occur inside the bank, whether they be brought on by technology advancements at work, changes in banking policies or procedures, or any other necessity.

In banks, a combination of on-the-job, off-the-job, lecture-based, and computer-based training is the most popular training approach. The trainer and the training department choose the method based on the training module and how easily it may be understood.

Since banks adhere to the standard training procedure via adequate planning, carrying out inductions, selecting trainers properly, and receiving feedback, the training procedures used in banks are compatible with those used in the industry. Banking institutions, like other businesses, take training methods very seriously.

Retention of employees

The motivation of bank personnel rises when more financial and non-financial incentives are given to them. When public and foreign banks are contrasted, it is discovered that motivation through non-financial incentives, such as praise and appreciation from the immediate management, attention from executives, and opportunity to head projects or task forces, is higher in foreign banks. In contrast, public sector banks tend to emphasize financial incentives above non-financial ones, such as letters of gratitude.

It has been discovered that senior employees who have worked for the bank for a longer period of time as well as longer in their current position have seen that HR techniques for organizational leadership for employee retention are less prevalent in banks. This means that, for employee retention in banks, there is an adverse link between employee demographics and their perceptions of the state of organizational leadership and HR policies. The demographic characteristics of employees based on length of service in the bank, length of service in present position, age, and job levels have no bearing on the state of leadership practices for Managerial Support (MS) in order to retain the employees. At the same time, female employees had much higher intentions to remain with the current bank than

top-level employees and employees between the ages of 31 and 40.

The banking sector needs to focus on both monetary and non-monetary incentives for the benefit of its personnel. Additionally, it is implied that incentives and other advantages that have a big impact on how effectively employees perform vary depending on the banking sector and demographics. It has been noted that management's participation of staff in decision-making processes has only sometimes occurred in public and private banks and is not practised in international banks. The management in both the private and public sectors must adopt an open door policy for decision-making in order to get the greatest ideas from the talented personnel.

The HR procedures in banks are clearly intended to promote organizational leadership, managerial support, organizational environment, talent management, and rewards & welfare measures for employee retention, according to the bank employees' perspectives

Aviation Industry

Since the Indian aviation industry has played a significant role in the growth of India's economy, it is now more important than ever to develop human resources for this sector in order to meet the country's goals. Any economy's growth is fueled by the aviation industry, which has the power to lift economies into the air. India's civil aviation sector is a developing industry. A new era of industry growth has been ushered in by the construction of modern airports, the rise of low-cost airlines, the government of India's increased emphasis on regional connectivity, funding for foreign direct investment in India's aviation sector, and an increased use of cutting-edge information technology. From multinational corporations, producers, airlines, tourism boards, and shippers to individual traveller, the entire world is watching Indian aviation.

Employees at airlines deal with a great deal of stress. Commercial airline HR Managers face a problem when it comes to attracting and keeping human resources. Job-hopping has been a widespread occurrence in the aviation sector, which has raised concerns for the Indian airline industry and prompted firms to develop ways to raise the level of employee engagement. When trying to engage their valuable personnel, Indian airlines should pay particular attention to "HR Practices and Subsequent Work Engagement" of their human resources. The airline firms have access to numerous sources of HR practices in the current environment.

Work Engagement through training in Aviation Industry

Any organization's personnel are its most important component. Employees provide the company a competitive edge and are essential to its success. Employees who are engaged are a fantastic asset to their company. High levels of work engagement encourage talent retention, boost customer loyalty, and increase the value to stakeholders for both domestic and international businesses. An organization is a dynamic social unit made up of people who have similar goals but different roles and responsibilities. The HR literature contains a variety of theories and concepts that offer a framework to improve worker engagement. Yet, the HR literature has not adequately addressed how employees' levels of satisfaction with the organization's HR policies affect how engaged they are at work. HR procedures operate as a vehicle for influencing how employees view the company and behave in relation to it.

Commercial pilots and cabin staff are in high demand in the civil aircraft sector. These employment groups are losing more people to attrition lately. These types of workers change occupations when they discover openings in other domestic and international airlines. In India, pilot poaching became a very serious problem in 2011, even forcing some airlines to cancel flights. The number of Indian pilots, flight attendants, aircraft engineers, and other commercial workers who have been stolen has expanded along with the growth of the aviation industries in Africa and the Middle East. The retention of pilots and other employees has consequently become a problem for the Indian commercial airlines. This has resulted in intense rivalry in the aviation industry, which has raised wages and increased other non monetary benefits. For workers like commercial pilots and aircraft engineers, the aviation industry is a difficult, complicated operation. Replacing an employee, incurs direct and indirect costs to the organization.

Employee development requirements are just as critical in the aviation sector as they are in other sectors. As a result, it is suitable to discuss this subject in the context of improving employees' knowledge, abilities, and attitudes. Given the nature of the training, this issue serves as a framework for additional, goal-directed employee development in the aviation sector. Conventional forms are characterized as a training programme (necessary hours, practise, etc.), with the design and content of the programme also determined by factors such as employee testing. Competency-based training is an integrated and "targeted" training programme that includes feedback on the effectiveness of the training as well as programme design (based on needs analysis, adjust employee skills).

A new approach to pilot training called Area 100 KSA focuses on switching from fact-based instruction to competency-based training and evaluation (CBTA). With the support of the entire theoretical knowledge training system, the new holistic approach to pilot training seeks to build and evaluate pilots' Knowledge, Skills, and Attitudes

(KSA) from the first day of ground school (Aviation voice, 2018). The International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), the International Federation of Air Line Pilots'

Associations (IFALPA), and other industry partners together designed the CBTA, which includes Area 100 KSA (Aviation Voice, 2018).

Competency-based training and assessment, or CBTA, is focused on assisting student pilots in developing and demonstrating fundamental technical and behavioral competencies to do their jobs successfully. For instance, two technical competencies connected to aircraft flight path management are manual control and automation. In contrast, the following behavioral competencies are made up of a combination of Knowledge, Skills, and Attitudes (KSA) (Aviation voice, 2018):

- Communication (COM)
- Leadership and Teamwork (LTW)
- Problem solving and decision making (PSD)
- Situation awareness (SAW)
- Workload management (WLM)

Training exercises that combine theoretical learning with practical application of essential ideas and instruments are the most effective ways to build knowledge and abilities. A person who aspires to work as a project manager, for instance, must not only comprehend the important ideas of that position, such as scope, work breakdown structure, and critical path, but also get experience applying those concepts to actual projects (The Balance Careers, 2022).

Retaining Employees

The Indian aviation industry will expand only if there is availability of more number of pilots to fly new aircraft .As a result, the hiring of these pilots and the airlines' subsequent efforts to keep them on board are crucial to the expansion of the Indian aviation sector. Commercial Pilots must go through a laborious process before beginning their flying careers. Most of the time, this training is merely a requirement. Additionally, they must be type-rated, which is once again quite expensive, and frequently they must also have flying experience in a specific type of aircraft.

The procedure of hiring a commercial pilot consequently becomes extremely challenging because it is tough to find such pilots. Recruiting extra pilots to fly your new aircraft is a difficult process. Even if an airline is successful in keeping its pilots, it cannot guarantee their continued employment because rival airlines are always attempting to entice them away. Retaining talent is one of the biggest challenges that firms confront after the hiring process. Job switching has become a typical occurrence over the past ten years. There are many reasons for individuals to want to leave their existing jobs and start new ones, but it is especially advantageous when they have specialized knowledge or unusual abilities. 2011 (P. Jyothi)

Successful retention plans frequently start with the hiring of new employees. When a corporation keeps the promises made while extending an employment offer, employees are more likely to stick around. Businesses can have a favourable impact on employee retention by giving new hires a realistic image of their corporate environment, career options, and job expectations. Encouraging and employee-friendly hiring practices typically result in a positive workplace culture, opportunities for personal growth and development, and self-actualization opportunities. The growth and development possibilities that a pilot would receive at an airline are influenced by external variables such as the demand-supply ratio of commercial pilots in the recruitment market, the economic and legal laws of India, political considerations, etc. The pilot will have access to these chances if the circumstances are favourable. Nonetheless, in difficult circumstances, a pilot might continue working just to avoid losing his job, but if given the chance, he or she might leave and join another airline right away. Possibility for self- achievement was also discovered to be linked to the influence of outside forces because a pilot can only do his duties to such an extent that he feels he has changed the world when the outsideforces are favourable.

Also, it was shown that the majority of pilots favoured working for airlines that are growing over those that are at a standstill. These airlines were seen by the public as increased opportunities for growth and progress as well as the chance to show off skills that will enable the airline to recognize their accomplishments. To retain the pilots, these airlines frequently promote a positive workplace atmosphere.

CONCLUSION

The research study was carried in order to know the differences in policies between the Hotel Industry, Healthcare Industry, Banking Industry and Aviation industry along with the purpose of ascertaining the influence of two crucial HR practices: training and encouraging employees to stay with their current employers. Banking employees are

more given focused on practical training along with the regular theoretical training whereas hostel industry employees are asked to focus more on customer satisfaction related training programs. In order to retain employees in the industry feedback system is being used in hotel industry in order to inform employees where they lack in capabilities and train them in the same manner which motivates them towards career development perspective. Hospital industry focuses on constructive criticisms to employees so that changes can be made awarded to them and so that they themselves start working on the loop holes coming between their growth and gets enough motivation to stay in the same organization. At the end it is concluded that Indian service industry should focus more on training employees in order to safeguard the best talents in the organization by framing excellent HR policy which includes Leadership, Motivational work environment ensuring goodwork life balance.

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