

Vol II Issue IV Oct 2012

Impact Factor : 0.1870

ISSN No :2231-5063

Monthly Multidisciplinary Research Journal

Golden Research Thoughts

Chief Editor
Dr.Tukaram Narayan Shinde

Publisher
Mrs.Laxmi Ashok Yakkaldevi

Associate Editor
Dr.Rajani Dalvi

Honorary
Mr.Ashok Yakkaldevi

IMPACT FACTOR : 0.2105

Welcome to ISRJ

RNI MAHMUL/2011/38595

ISSN No.2230-7850

Indian Streams Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

International Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Mohammad Hailat Dept. of Mathematical Sciences, University of South Carolina Aiken, Aiken SC 29801	Hasan Baktir English Language and Literature Department, Kayseri
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Abdullah Sabbagh Engineering Studies, Sydney	Ghayoor Abbas Chotana Department of Chemistry, Lahore University of Management Sciences [PK]
Janaki Sinnasamy Librarian, University of Malaya [Malaysia]	Catalina Neculai University of Coventry, UK	Anna Maria Constantinovici AL. I. Cuza University, Romania
Romona Mihaila Spiru Haret University, Romania	Ecaterina Patrascu Spiru Haret University, Bucharest	Horia Patrascu Spiru Haret University, Bucharest, Romania
Delia Serbescu Spiru Haret University, Bucharest, Romania	Loredana Bosca Spiru Haret University, Romania	Ilie Pinteau, Spiru Haret University, Romania
Anurag Misra DBS College, Kanpur	Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Xiaohua Yang PhD, USA
Titus Pop	George - Calin SERITAN Postdoctoral Researcher	Nawab Ali Khan College of Business Administration

Editorial Board

Pratap Vyamktrao Naikwade ASP College Devrukh,Ratnagiri,MS India	Iresh Swami Ex - VC. Solapur University, Solapur	Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur
R. R. Patil Head Geology Department Solapur University, Solapur	N.S. Dhaygude Ex. Prin. Dayanand College, Solapur	R. R. Yaliker Director Managment Institute, Solapur
Rama Bhosale Prin. and Jt. Director Higher Education, Panvel	Narendra Kadu Jt. Director Higher Education, Pune	Umesh Rajderkar Head Humanities & Social Science YCMOU, Nashik
Salve R. N. Department of Sociology, Shivaji University, Kolhapur	K. M. Bhandarkar Praful Patel College of Education, Gondia	S. R. Pandya Head Education Dept. Mumbai University, Mumbai
Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai	Sonal Singh Vikram University, Ujjain	Alka Darshan Shrivastava Shaskiya Snatkottar Mahavidyalaya, Dhar
Chakane Sanjay Dnyaneshwar Arts, Science & Commerce College, Indapur, Pune	G. P. Patankar S. D. M. Degree College, Honavar, Karnataka	Rahul Shriram Sudke Devi Ahilya Vishwavidyalaya, Indore
Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust),Meerut	Maj. S. Bakhtiar Choudhary Director,Hyderabad AP India.	S.KANNAN Ph.D , Annamalai University,TN
	S.Parvathi Devi Ph.D.-University of Allahabad	Satish Kumar Kalhotra
	Sonal Singh	

**Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.net**



The Socio-Economic Background Of The Hotel Workers

Atik-ur-rahman S.M

Inamdar MSW College, Madina Balding, Above Center Kamath,
Main Rode GULBARGA. Karnataka

Abstract:

The socio-economic background of the hotel workers decides about the different social and economic reasons, for which these workers joined to hotel work. Hence, the present section attempted to know about the socio-economic background of the hotel workers.

Urbanization, industrialization, and modernization have brought rtimerous changes in Western societies, after industrial revolution. Industrial Revolution contributed towards establishing colonial regimes in Asia and Africa. The Society experienced structural changes and brought a phenomenal change in human relations. It is for the first time the Western liberal ideas travelled the Asian and African nationalities'. Colonialism brought East and West together and encouraged cultural give and take between them. New occupations and industries emerged in almost all societies in the world. The traditional set up of the society was seriously disturbed. India was one of the important colony of the Britishers.

KEYWORDS:,

Socio Economic, Workers, Status, Societies.

INTRODUCTION:

The advent of British rule in India was characterized by Westernization, and industrialization, modernization, and spread of liberal ideas. Though urbanization was dated back to 3000 B.C. the growth of urban areas after industrialization was distinct in its character and composition. The development in science and technology increased man's capacity to produce more than what was required. The setting up of the industries in different places resulted in migration of large number of people from rural to urban areas.

The globalization made immense change and transformation in different industries and occupations. The technological change is also took place after globalization. As a result, the cities and urban areas were started growing and making mobility of the people from rural to urban areas. The urban centres represented numerous occupations, industries, commercial centres and other industries. It was during the 19th century the Western urban centres faced the problem of accommodating and feeding the people who come from rural areas. In order to cater to the requirements of the new entrants in the city the hotel Industry came into existence. Thus hotel Industry is characteristic phenomenon of urbanizing. The concept of hotel has undergone a change from time to time. Looking at the various kinds of hotel organizations in different countries of the world, it is extremely difficult to have common explanations of the phenomenon.

Providing lodging and boarding facilities to the tourists and travelers is a very old tradition in all civilized societies. The rest houses, Sarai, arid Dharmasalas all along the netional highways were Intended to extend all comforts to the people who moved from one place to another. The rulers took pride in building such houses. It is said that even rich people had the tradition of providing such facilities to the toursits but the concept of hotel is new and one can establish a difference between 'salaries' and modern hotels.

The term hotel comes from french and was "Originally used to denote only extremely large and

Please cite this Article as : Atik-ur-rahman S.M ,The Socio-Economic Background Of The Hotel Workers : Golden Research Thoughts (Oct. ; 2012)

pretentious inns” Now the term inn denotes “a smaller, less formal type of hotel operation but implies no reduction in the services offered to the guest” (Seavy, 1983). In ,recent years the hotel industry developed very fast and today it can qualify as a specialized branch of the hotel industry. As such a separate educational programme is also started in Hotel Management and Catering Technology. The Hotels, Clubs and Resorts are playing an important role in serving the tourists. Many of the people think all these are one, but they are different in nature. There is need to distinguish clubs from hotels even though clubs provide almost the same services as that of hotels. Theoretically “Hotels must accept to capacity arl serve all persons desiring accomodations so long as the customer maintains accepted standards of behaviour. A club usually provides services only br members and their guests alxi has ro legal obligation to serve others” (Seavy, 1983).

Hotel industry is a worldwide phenomenon. It has been treated as one of the very important industry providing employment to a large number of individuals. Hotel industry is progress during the last 200 years. Today they appear people as institutions with its rules, procedures, norms arid system. Hotel management has become an important aspect of an education system. A large number of training institutions emerged where the persons are given the training in the various specialized activities of Hotel management. Several Universities have come forward to start courses on catering and hotel management. The most difficult problem is that there are no statistical evidences to analyze the situation more convincingly. There is a dearth of sociological literature on the functioning of hotel industry and there is no significant sociological study available on the hotel workers in India. However, there are a few studies on hotel management. Hotels are serving the poorest of the poor arid richest of rich of our country. Hotels managed by a single person to the hotels managed by hundreds could be seen spread throughout the length and breadth of India. It Is on account of this, it is a difficult task to provide a common definition for the term hotel.

The understanding of the socio-economic background of hotel labourers is the most important objective of this study. The socio-economic conditions of hotel workers is understood in terms of providing demographic characteristics and their earning capacities and analysis of the respondents age, marital status, rural-urban composition, caste composition, religious composition, educational level, size of the family and' occupational background of the parents, income of the family (per month), income of the respondents per month and political awareness of respondent in the present work.

1 Age of the Workers:

The age factor is very important in determining the eligibility of an individual to seek employment in any industry. For different kinds of jobs different age limits have been prescribed. The hotel workers, it seems, do not have any particular age for joining the work. The directive principles of state policy mentioned in our constitution the minimum age prescribed for children are above 14 years. A child has to receive compulsory education up to 14 years of his age. If a child belong 14 years and is employed then it is included in the category of child labour. The child labour in any form is prohibited by the constitution. If anyone employs a child who is below 14 years of age is liable to be punished under The Employment Children Act of 1938.

Further, this act stipulates that no worker should be retained in service, who crossed his 58 years of his age. A child who has completed 18 years of age can be employed. But there are many children who are below the age of 18 employed in hotels. They came from the economically weaker sections, their poor family conditions made them to 'discontinue their education because of their financial problems. When they suffer from hunger they join hotels as workers. For the purpose of study the hotel workers have been classified into five age groups. The table given below explains the age compositions of the workers.

Table.1. Age-wise Composition of Respondents

Age	Number of Respondents	Percentage
Below 14 Years	9	11.25
15 Years to 20 Years	29	36.25
21 Years to 30 Years	32	40.00
31 Years to 40 Years	9	11.25
41 Years to 50 Years	1	1.25
Total	80	100.00

The above table reveals the different age groups of the respondents. Age is a very important

biological factor of an individual. The age distribution of the respondents brings out the fact that out of total 80 respondents about 9 belong to below 14 years of age. It means about 11.25% of the respondents are comes under this age group. 29 workers constituting 36.25% belong to 15 to 20 years of age group. The highest percentage i.e. 40% numbering 32 workers belongs to 21-30 age group. Between the age group of 31 to 40 years have 9 members constituting 11.25%. There is only one member who belongs to age group of 41-50 years constituting 1.25% of the sample. From this table it can be said that the major portion/of the workers belongs to the age group of 15—30 constituting 76.25% of the total respondents. It is interesting to note that after 41 and above age group there will be very few workers. When workers do not work hard due to age they will be removed from the services.

2 Marital Status:

The marital status is very important to understand the respondent's responsibilities, needs and Problems. It is noted that a worker prefers job first and gives second preference to marriage. He knows the problems of marriage if he is not an earning member. Marriage is one of the most important factors in human life. It makes him a full-fledged member of society. Marriage provides certain rights and responsibilities that enter into marital bonds. The marital status of the respondents is given in the table 3.2.

Table No 2. Marital Status of the Respondents:

Marital Status	Number of Respondents	Percentage
Unmarried	52	65
Married	28	35
Total	80	100.00

The above table reveals that there are large numbers of workers who have yet married. There are 52 workers constituting 65% of the respondents who are unmarried while 35% of the respondents i.e. 28 persons are married.

3. Rural-Urban Composition:

A large number of workers are from rural areas. They have migrated to city to secure better job opportunities. In all the cities we find numerous occupations. City provides job opportunities to people in both skilled and unskilled sectors. Many unskilled workers secured jobs in hotels and restaurants. The following table provides the rural-urban background of respondents. In this study we have categorized the respondents into three divisions namely, rural, urban and semi-urban.

Table.3. Rural-Urban Composition:

Area	Number of Respondents	Percentage
Rural	55	68.75
Urban	22	27.50
Semi-urban	3	3.75
Total	80	100.00

The above table reveals that respondents have come from different places. It is observed that 68.75% of the total respondents belong to rural areas, while 27.5% belong to urban area. Only 3 respondents constituting 3.75% have come to city from semi- urban areas. From this, we can infer that hotels have employed a large number of workers from rural areas. The workers from urban areas may find some other occupation. Therefore, the urban people do not have so much of liking for seeking employment in hotel.

4. Caste-wise Composition of Respondents:

It is necessary for one to know which castes have opted for hotel services. Until recently working in hotel was considered as an inferior task, higher castes in this region have not shown preference for hotel employment. The table 3.4 provides an insight into the association of caste and occupations. In this study the castes have been divided into five categories namely, Brahmins, Lingayats, Backward castes/classes, Scheduled castes and Scheduled tribes end others. The table given below gives caste—wise distribution of respondents.

Table 4: Caste-wise Composition of Respondents:

Name of the Caste	Number of Respondents	Percentage
Brahmins	2	2.50
Lingayats	34	42.50
Backward Classes	29	36.25
SC/ST	9	11.25
Others	6	7.50
Total	80	100.00

The above table deals with the caste-wise composition of the hotel workers. It is observed that hotel workers belong to different caste groups. Out of the total respondents only two Brahmins are working in the hotels studied. Of whom 42.50% i.e. 34 workers are Lingayats, 36.25% i.e. 29 respondent belong to the back-ward classes and the 11.25% i.e. 9 respondents belong to the SC/ST community and 7.50 i.e. 6 respondents belong to other castes. It is noticed from the above table that the different castes are working in the hotel industry. The Lingayats are in a large number employed in the hotel and the next comes that of the backward classes. SC/ST are in small number because of their caste status. The hotels belonging to high caste Hindus do not prefer workers from Scheduled castes. It is interesting to note that only two respondents belong to Brahmin. It is felt that among Brahmins working in hotel is considered as below their dignity.

5. Religious Composition of Respondents:

It is necessary to understand the religious composition of the respondents. From this we can understand the association between religion and hotel work. In Gulbarga, there are a large number of Hindus and Muslims who constitute the population. Therefore it is useful to know the religious composition of hotel workers. The following table gives the idea about it.

Table.5. Religious Composition of the Respondents:

Religion	Number of Respondents	Percentage
Hindus	64	80.00
Muslims	13	16.25
Christians	1	1.25
Jains	2	2.50
Total	80	100.00

The above table deals with the religious composition of hotel workers. 80% of the respondents i.e. 64 belong to the Hindus. While 16.25% i.e. 13 respondents belong to the Muslims. 1.25% respondents belong to the Christians and 2.5% respondents i.e. 2 belong to Jam. From this it is understood that in Gulbarga city hotel workers are mainly drawn from the Hindu community and the next from the Muslim community. Another important aspect we have to highlight here that there are hotels in Gulbarga which are exclusively maintained by Muslims. They are patronised by Muslims to a great extent.

6. Education Level of Respondents:

Education is one of the very important indicators of social status. Several hotel workers are literate and attended school. But due to shortage of jobs, even educated persons wanted to go in for hotel employment. The table 3.6 describes the education

Table No.6. Education Level of Respondents

Educational Level	Number of Respondents	Percentage
Illiterate	23	28.75
Primary	9	11.25
Secondary School	23	28.75
High School	21	26.25
College	4	5.00
Total	80	100.00

The above table deals with the education level of respondents. In hotel industry we find more literates than illiterates among hotel workers. The data show that 28.75% of respondents i.e. 23 are illiterate and 71.25% respondents i.e. 57 are literates. As examined the data in terms of their level of education it is noticed that 11.25% respondents i.e. 9 belong to primary level, 28.75% respondents i.e. 23 have completed their secondary education, 26.25% respondents i.e. 21 is significant to know that they have completed high school education and 4 respondents constituting 5% of the respondents have attended colleges. From this we can infer that literates are in majority among the hotel working population.

7. Family Size of the Respondents:

The family size is one of the important consideration in any study. Because, larger the family greater will be responsibilities on the working members of the family. The following table provides the details regarding the size of family. In India size of family and economic prosperity are correlated.

Table 4.2.7. Family Size of the Respondents:

Number of Family Members	Number of Respondents	Percentage
0-1	3	3.75
2-3	18	22.50
4-5	27	33.75
6-7	26	32.50
8-9	4	5.00
10-11	2	2.50
Total	80	100.00

The above table reveals that many respondents have the number of members in their families ranking from 2-7. The data reveals that nearly 71 respondents constituting 88.5% belong to the families where the members range between 2 and 7. It is noticed that there are 3 respondents who live alone. 22.5% of the respondents have 2-3 members, 33.75% have 4-5 members, 32.50% 6-7 members, 5% have 8-9 and 2.5% have the 10-11 members in their family. From this we can infer that the hotel workers have more responsibilities and hence they are compelled to take up any worker available for them.

8. Occupational Background of the Respondents' Parents:

In order to acquaint with the economic background respondents families their occupation composition is studied. Their parents have different kinds of occupations. The workers coming from the rural background belong to agriculture and agricultural activities. The workers belonging to urban area are the sons of labours. Cycle Riksha pullers government and other occupations. The following table highlights occupational composition of respondents.

Table No 8. Occupational Background of the Respondents' Parents:

Parents Occupation	Number of Respondents	Percentage
Agriculture	38	47.50
Agricultural Labour	15	18.75
Hotel Labour	7	8.65
Cycle/Auto/Rikshaw pullers	5	6.25
Government Job	3	3.75
Other Workers	12	15.00
Total	80	100.00

The above table deals with the respondents parents occupational background. The hotels workers come from different family backgrounds the workers who came from rural areas have their parents as agriculturists and agricultural labourers. About 47.5% of the respondents' parents occupation is agriculture. 18.75% respondents' parents occupational background is the hotel worker and 6.25% respondents' parents occupation is Cycle/Auto Rikshaw pulling and 3.75% respondents' parents are working in the government jobs and 15% respondents' parents come from other occupations.

9. Income of the Family (per month) of the Respondents:

It is necessary to understand the family background of the respondents in respect of economic conditions of the parents of the workers. The families have been classified into five categories depending upon their monthly income. The following table reveals the family income.

Table No. 4.2.9. Income of the Family (per month) of the Respondents:

Income of the Family (Rs.)	Number of Respondents	Percentage
Nil	3	3.75
200-599	20	25.00
600-999	34	42.50
1000-1399	15	18.75
Above 1400	8	10.00
Total	80	100.00

The above table explains the 3.75% i.e. 3 respondents of our sample do not have any income; 25% i.e. 20 have income between Rs.200-599; 42.50% is the highest i.e. 34 come under category of Rs.600-999; 18.75% i.e. 15 belong to Rs. 1000-1399 and 10% i.e. 8 of the respondents come under the income of Rs. 1400, and above. The data reveals that the workers are drawn in large number from the family backgrounds which come under Rs. 600-999.

10. Monthly Income of the Respondents (with food and accommodation).

The economic condition of the respondents was studied. Since there are no permanent employees in hotel in Gulbarga, the income has been taken on monthly basis and daily basis. It is seen that those who are paid monthly are provided with food and accommodation and those who are paid daily wages are neither provided with food nor accommodation. The data reveals that in the first category there are 73 workers and in the second category 7 workers are included.

Table 10 (a) Monthly Income of the Respondents (with food and accommodation):

Monthly Income (In Rupees)	Number of Respondents	Percentage
Below 100	5	6.25
101-200	12	15.00
201-300	28	35.00
301-400	10	12.50
401-500	11	13.75
501-600	5	6.25
601-1000	1	1.25
Total	73	91.25

Table 10 (b): Without Food Daily Wages (in Rupees) composition:

Daily Income (in Rupees)	Number of Respondents	Percentages
Upto 10	1	1.25
11-15	4	5.00
16-20	2	2.50
Total	7	8.75
Total of Table 10 (a)	73	91.25
Grand Total	80	100.00

The above two tables 3.10(a) and 10(b) reveals the position of respondents in respect of their income. In the first table 3.10(a), it is noticed that 28 workers constituting 35% of the respondents get monthly income of Rs. 201-300. The lowest income i.e. less than Rs. 100 is drawn by 5 workers constituting 6.25% of the respondents, 15% of the respondents i.e. 12 get Rs. 101-200; 12.5% i.e. 10 respondents get Rs. 301-400; 13.75% respondents get Rs. 401-500; 6.25% i.e. 5 respondents get Rs. 501-600 and there is only one who comes under the category of Rs. 600—1000.

Among daily wage earning respondents as depicted in table 3.10(b), there are 4 members who get Rs. 11—15; two get Rs. 16-20 and or gets up to Rs. 10 per day. From this we can say that most of the workers are economically very poor and get very meagre payments. Their economic conditions are very poor, within this amount they are required to cater to the requirements of their dependents.

11. Political Awareness of the Respondents:

An attempt is made in this study to understand the political awareness of the hotel workers. They belong to one of the most exploited sections of labourers. They have no strong union through which they can assert themselves. The table given below throws some light on this situation.

Table 4.2.11. Political Awareness of the Respondents:

Political Awareness	Number of Respondents	Percentage
Congress	37	46.25
Janatadal (S)	21	26.25
B.J.P	1	1.25
Can't Say	21	26.25
Total	80	100.00

From the above table we infer that hotel workers are aware of a few important political parties. Since a large number of them are literates, they possess knowledge about political parties. The most important party according to hotel workers is given in the above table. 45.25% of the respondents i.e. 37 feel congress party as important, 26.25% of the respondents treat Janatadal party as a big party. There is only one member

who said B.J.P is important. But a good number of them i.e. 21 workers constituting 26.25% stated that they cannot say which party are prominent.

12. Reasons for Joining Hotel Service:

In this study an attempt is made to know the reasons for joining the hotel services from the respondents. It is usually held that the hotel workers enjoy low status among higher and middle castes in India. The lower castes are rarely employed for better and highest kinds of works such as cooking and supplying the food to the customers. The study revealed that majority of the hotel workers are from the rural areas. Why they go in for hotel jobs need to be examined. The field work data reveal the reasons for accepting hotel services. The question was asked to the respondents regarding the reasons for joining hotel service and was given the important reasons among the following:

1. Poor conditions of the family
2. Quarrel with the parents/other members of the family
3. Orphans (no one to look after him/her) and
4. Family tradition (occupation) continued.

Though hotel industry requires well trained and skilled workers, the hotels of Gulbarga brought under this study do not emphasize the acquisition of skill by prospective employees. Except for cooking in other aspects of hotel services people without any skill is considered eligible. Except in Kamat hotels, others do not insist on any special skill from their workers. They feel that the workers can get on well if they undergo training for one or two years. There are a large number of workers who are well educated but do not have any specialized skill. The poor persons chose hotel service in the first instance because the hotel owners provide them with food, accommodation, clothing and shelter, which a very difficult to be achieved in the beginning. That is why many would try to seek employment in hotel. When a worker gets into hotel service, he feels secured. The young boys from the rural areas unless are sure of their job, their marriage will be postponed. Thus they would like to take up hotel job and save some money for their marriage. Most of them were unable to continue their education owing to financial difficulties. The table given below depicts the most important reason for joining hotel services by the respondents.

Table 12. Reasons for Joining Hotel Service:

Reasons for joining	Number of Respondents	Percentage
Poor Conditions	68	85.00
Quarrel with their parents	2	2.50
Orphans	3	3.75
Family Tradition	6	7.50
Others	1	1.25
Total	80	100.00

From the table stated above, it is observed that nearly 85% of the respondents joined hotel services owing to poor income of their parents. About 2.50% narrated that they had quarreled with their parents; 3.75% maintained that there was no one to look after them; 7.50% mentioned that they continued their parents occupation and one respondent stated that the reason for joining the job is his personal choice. Poverty appears to be the main reason for joining the hotel services.

BIBLIOGRAPHY

1. Alleyne, Philmore and Others (2006): Approaches to HRM in the Barbados Hotel Industry. International Journal of Contemporary Hospitality Management. Vol. 18. No. 2. 2006. P. 94-109.
2. Austin, M Jill and Droussiotis, Annabel (2004): Cypriot managers' perceptions of older workers in Cyprus. European Business Review. Vol. 16. No. 1. 2004. P. 80-92.
3. Avcikurt, Cevdet (2003): Auditing Managerial Training Needs of Turkish Small and Medium-sized Hotel Enterprises. Managerial Auditing Journal. Vol. 18. No. 5. 2003. P. 399-404.
4. Biswas, Rashmi and Cassell, Catherine (1996): Strategic HRM and the Generated division of labour in the

The Socio-Economic Background Of The Hotel Workers



- Hotel Industry: A Case Study. Personnel Review. Vol. 25. No. 2. 1996. P. 19-34.
5. Carbery, Ronan and Others (2003): Predicting Hotel Managers' Turnover Cognitions. Journal of Managerial Psychology. Vol. 18. No. 7. 2003. P. 649-679.
6. Wong, Kevin KF (2004): Industry-Specific and General Environmental Factors impacting on Hotel Employment. International Journal of Contemporary Hospitality Management. Vol. 16. No. 5. 2004. P. 287-293.
7. Yamashita, Masaru and Uenoyama, Tatsuya (2006): Boudaryless Career and Adaptive HR practices in Japan's Hotel Industry. Career Development Journal. Vol. 11. No. 3. 2006. P. 230-242.

Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished research paper.Summary of Research Project,Theses,Books and Books Review of publication,you will be pleased to know that our journals are

Associated and Indexed,India

- * International Scientific Journal Consortium Scientific
- * OPEN J-GATE

Associated and Indexed,USA

- EBSCO
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Golden Research Thoughts
258/34 Raviwar Peth Solapur-413005,Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.isrj.net