

Human resources will be liability and may even pose serious threat to the survival of the organization: “A Study of Hospitality Industry in Uttarakhand”.

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Abstract

No exaggeration to state that motivated and rationally utilized human resources add efficiency and effectiveness to the functioning of the organization. With this viewpoint, it can be claimed that financial success or failure of an organization largely depends upon the attitude of human resources toward management of the organization. It will be proper to explain that an organization may be using automatic systems for conducting organizational activities, but it has to mainly depend upon the human resources for handling its materials, machines, and equipment for creating, distributing goods and facilitating services with the consideration that human element is present in all departments of the organization. They are also available at all levels of the organization. Nothing could be operated without the involvement of human resources. Every organization has to essentially deal with several external factors such as government, competitors and above all customers. This task can be performed without active and motivated involvement of human resources of the organization. Thus, dissatisfied lot of human resources will be a very big Liability and that may even pose serious threat to the survival of the organization.

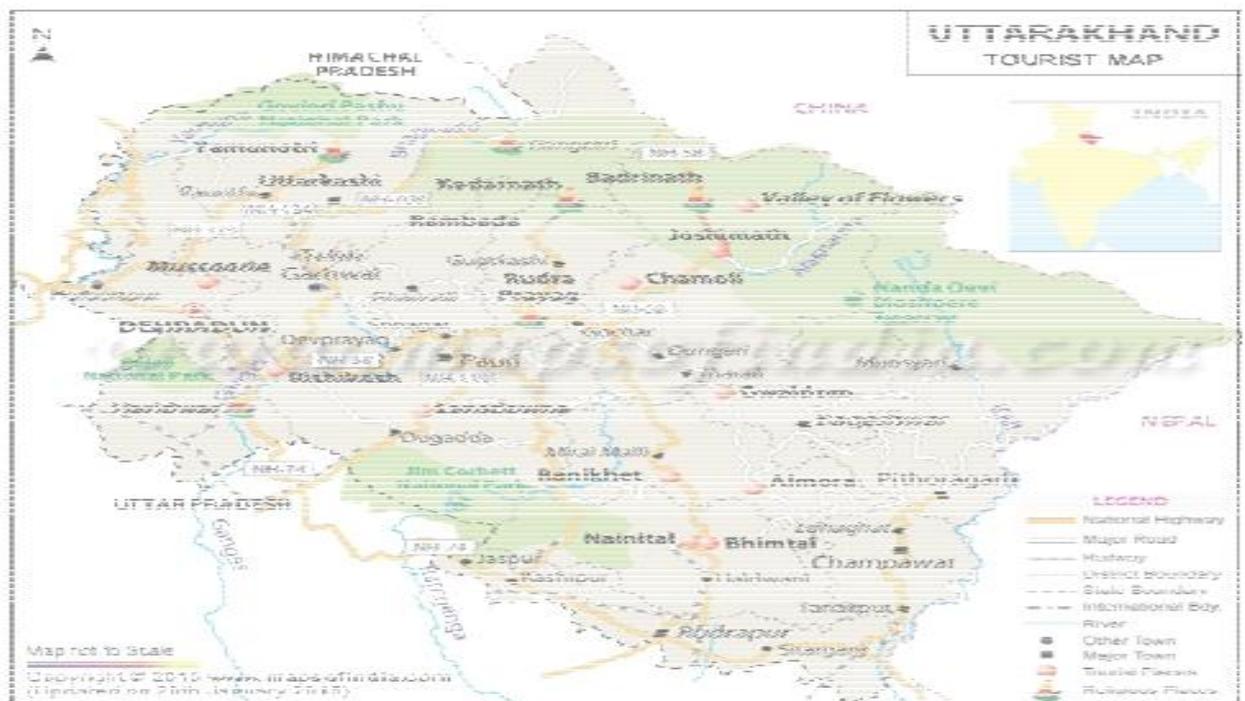
Key Words: Human Resources, Organizational Activities, Human Element

Introduction:

The travel and tourism industry has emerged as one of the largest and fastest growing economic sectors globally. According to the United Nations World Tourism Organization (UNWTO) Tourism Highlights 2013, tourism “total contribution to worldwide GDP is estimated at 9 percent. Tourism exports in 2012 amounted to USD 1.3 trillion accounting for 6 per cent of the world “exports. New tourist destinations, especially those in the emerging markets have started gaining prominence with traditional markets reaching maturity. Asia Pacific recorded the highest growth in the number of international tourist arrivals in 2012 at 7 per cent followed by Africa at 6 percent (*UNWTO annual report 2013*)¹ It may be noted that the corporate image of an organization is one of the main attractions for several people to offer their services to a particular organization. It can be evidently seen that organizations with better corporate image and social acceptability attract good and efficient people, who prefer to work in good and cordial environment. They may give due importance to good relations with management while deciding about joining a particular organization. In comparison to this, an organization with bad corporate image and low social acceptability may attract less qualified and less committed employees who may later on create several conflicts within the organization and that may ultimately result in low productivity and poor efficiency. The competitive ability of an organization is another factor that will determine the type of human resources; it gets to operate its activities and their commitment to the organization. It will be appropriate to state that an organization with better competitive capacity will certainly

communicate a positive message to the society that it is going to stay for longer period on the economic scenario and subsequently is gets employees who are highly committed to the achievement of organizational objectives.

In comparison to this, an another organization with poor competitive ability may not be considered by the society that it will be able to stay effectively on the economic scenario for a longer duration and therefore, may not attract human resources with strong commitment to the organizational objectives. There is another very important factor that determines the nature of human resources it is going to attract for organizing and managing its various activities. It is the paying capacity of the organization to human resources for retaining them as employees. An organization with better paying capacity to its employees may be able to get and retain better people who will contribute their best towards the achievement of the organizational goals. Such organization will leave no stone unturned to generate appropriate organizational culture and environment and is can be assured of committed stay of good and efficient people in the organization for longer duration. Once, good people are hired by an organization then it will be able to prevent these people to leave the organization. In comparison, to this an organization with poor paying capacity may not be able to procure and retain human resources for longer duration with strong commitment to the betterment of the organization. The promotional opportunities offered by an organization to its employees also explain the type of people preferring their association with organizational ventures, the nature of commitment to the objectives and their relationship with leaders of the concerned organization. An organization offering proper promotional opportunities to its employees may be able to attract efficient human resources and in comparison to those organization which offer fewer opportunities for promotion to employees. On the similar pattern of previously explained factors, the influence of formal and informal groups such a labour union and several others also play an important role in defining and designing behavioural pattern of human resources. Similarly, external forces such as, government and society also influences the behaviour of human resources within the organization. These forces are located outside the organization but they influences organizational events so effectively that they can change relationship between management and employees. This sets a tendency of ever changing complexion of relationship between management and employees. Thus what may act as an incentive at one time may be useless on other occasions. With this it can be claimed that the management of every organization has to remain alert and active with regard to acquisition, utilization a d development of its human resources. On the similar pattern of previously explained factors, the influence of formal and Informal groups such a labour union and several others also play an important role in defining and designing behavioural pattern of human resources. Similarly, external forces such as, government and society also influences the behaviour of human resources within the organization. These forces are located outside the organization but they influences organizational events so effectively that they can change relationship between management and employees. This sets a tendency of ever changing complexion of relationship between management and employees. Thus what may act as an incentive at one time may be useless on other occasions. With this it can be claimed that the management of every organization has to remain alert and active with regard to acquisition, utilization a d development of its human resources.



Review of Literature:

The concept of HRD is evolved in the West in the second half of 20th century. In India, the concept of HRD was introduced for the first time by Larson & Turbo in private sector. In 1978, the concept was adopted by, Bank of Baroda, & in 1979, it was adopted by State Bank of India. The human resource management (HRM) function has emerged as one of the most important areas of

organizational practice. It has not been developed in isolation but rather in the context of industrial change and economic development. The uniqueness of HR requires a totally different type of attention from management. The HR function has the characteristics that provide the greatest challenge as well as the opportunity. The significance of undertaking this study is threefold. Firstly, although it has been acknowledged by both academic and business strategists that human resource Management (HRM) plays a key role in developing and managing strategic resources and core competencies, theoretical development and empirical studies have been slow to follow (*Youndt & Snell, 2004 Barney(1991)*)². proposes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals.

The employees are socialized into the organization first by way of recruitment and then through continuous functioning in the organization. According to (*Schuller, T.(2000)*)³, skills, knowledge, and competencies are the key factors in determining whether the organizations and nation will prosper. Various task of each employee to determine the best way of doing the particular task and its potential outcome come on the guest experience (*Walker,2009; Baum, 1995; Malhotra, 1998; Mangaraj, 1999*)⁴, is of significant importance. Job design and analysis are instrumental direct and immediate (*French, 2003*; Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational studies. The focus of current study is to understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. Training and Development, On the Job Training and Training Design and Delivery style have significant effect on Organizational Performance and all these have positively affect the Organizational Performance(*Raja Abdul Ghafoor Khan, and et. Al, 2011*)⁵.It is very necessary for the organization to design the training very carefully (*Michael Armstrong, 2000*)⁶. The design of the training should be according to the needs of the employees (*Ginsberg, 1997*)⁷. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (*Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001*)⁸. It seems that Training design plays a very vital role in the employee as well as organizational performance. a bad training design is nothing but the loss of time and money (*Tsaur and Lin, 2004*)⁹.The dependent and independent variables are shown in the theoretical framework as drawn above. The training & development is the independent variable and organizational performance is the dependent variable. These two variables have been chosen to see the relationship between these variables i.e. to see the impact of Training & development on the organizational Performance. The theoretical frame work can also be seen from the above diagram (*Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan, 2011*)¹⁰.According to *McKenna and Beech (2002:110)*¹¹ in their book “Human Resource Management-A Concise Analysis”, it is stated that “It is important that a sound basis is established for other associated elements of Human Resource Management practice such as performance management(appraisal), reward management(motivation) combined with training and development”.(*According Cole 2002*)¹² in his book Personnel and Human Resource Management, training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. According to *Cole (2002)*¹³ training can achieve:

1. High morale - employees who receive training have increased confidence and motivation;
2. Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;

3. Lower turnover – training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided;

4. Change management- training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;

5. Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;

6. Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and

7. Help to improve the availability and quality of staff.

(Kenney *et al* 1992)¹⁵ makes a point that companies should have different policies for training depending on the class or level of employment or level of employees to be trained.

Research Methodology:

An attempt has been made here to examine how human resources will be liability and may even pose serious threat to the survival of the organization. Since the large numbers of hotel units become sick due to various human resource managerial factors like the improper criteria of training & development. In order to know employees' performance and problems of training & development a detailed analysis has been carried out in this chapter on the basis of different parameters. An exploratory research design was followed to carrying out this study. Primary data was collected on the basis of field investigation in Uttarakhand. The primary data was based on questionnaire and field survey, whereas, secondary data was collected from published and unpublished records of concerned units under study and other various promotional organization. The Universe/Population of the study was Uttarakhand. The districts of the state were selected on the basis of concentration of hotels concentration in these areas. The Sample Size is 1500 units. The data was collected on the basis of Stratified random sampling. A hypothesis has made to check the relationship between various demographic factors and the impact of training & development i.e. *the impact of Various Demographic profile and Training & Development are independent to each other.*

Analysis and Interpretation data:

Hypotheses

On the basis of literature review the following hypotheses are proposed to be tested:

H1. Applicants are fully informed about the qualifications required to perform the job before being hired

H1. Working condition supports the training program

H1. Training and development of employees help in improving the financial turnover

H1. Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices.

The analysis is finally based on data as to each aspect/characteristics in tabulated form. Data was tested with the help of test of significations besides using various other statistical techniques like average, correlation, regression, trend analysis etc.

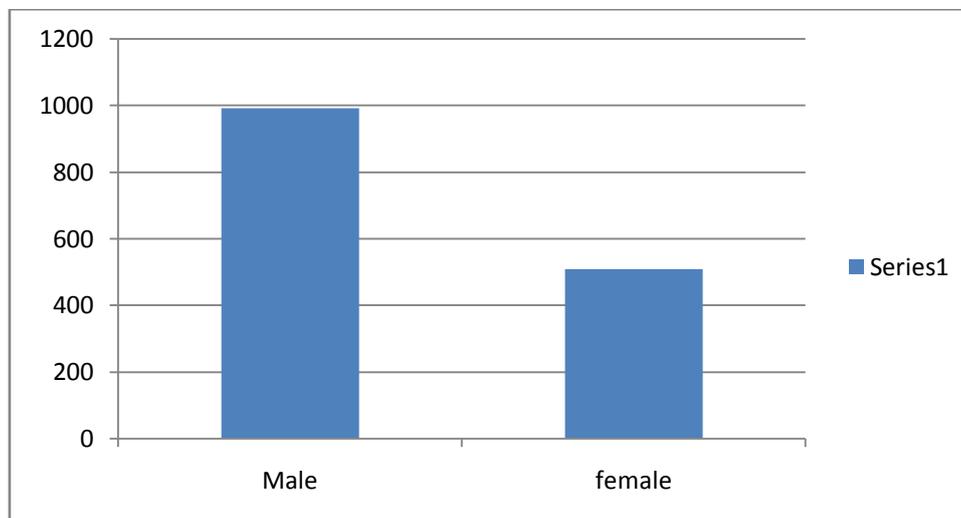
Frequency Tables

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	992	66.1	66.1	66.1
	female	508	33.9	33.9	100.0
	Total	1500	100.0	100.0	
Standard Deviation					

Table 1

The table depicts that there are total 1500 respondent. Among them 992(66.1%) respondents are male and 508(33.9%) are female.



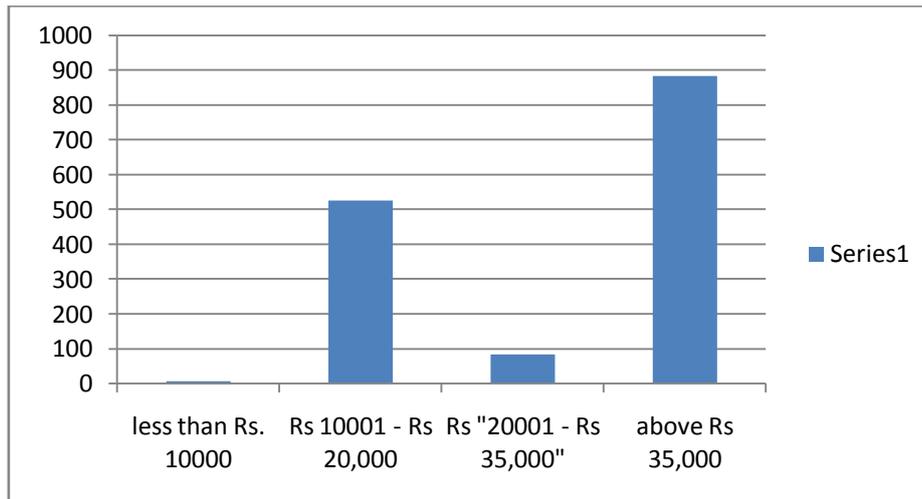
Monthly income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than Rs. 10000	8	.5	.5	.5
	Rs 10001 - Rs 20,000	525	35.0	35.0	35.5
	Rs "20001 - Rs 35,000"	84	5.6	5.6	41.1
	above Rs 35,000	883	58.9	58.9	100.0
	Total	1500	100.0	100.0	

Standard Deviation	.95322
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Table 2

The table depicts that there are total 1500 respondent. Among them 8(5%) belong to who's monthly income less than Rs. 10000 income class, 525(35%) belong to who's monthly income between 10001-20000 income class, 84(5.6%) belong to who's monthly income between 20001-35000 Rs. Income class and 883(58.9%) belong to who's monthly income above Rs. 35000 income class.



Applicants are fully informed about the qualifications required to perform the job before being hired.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	508	33.9	33.9	33.9
	Undecided	542	36.1	36.1	70.0
	Disagree	170	11.3	11.3	81.3
	Strongly Disagree	280	18.7	18.7	100.0
	Total	1500	100.0	100.0	
Standard Deviation		1.08515			

Table 3

The table depicts that there are total 1500 respondent. Among them 508(33.9%) respondent are agree, 542(36.1%) respondent are undecided, 170(11.3%) respondent are disagree and 280(18.7%) respondent are strongly disagree with this "Applicants are fully informed about the qualifications required to perform the job before being hired".

Monthly income Vs working condition supports the training program

			Working condition supports the training program		
			Agree	Undecided	Disagree
monthly income	less than Rs 10000	Count	4	0	4
		% of Total	0.3%	0.0%	0.3%
	Rs 10001 - Rs 20,000	Count	234	132	0
		% of Total	15.6%	8.8%	0.0%
	Rs "20001 - Rs 35,000"	Count	59	0	25
		% of Total	3.9%	0.0%	1.7%
	above Rs 35,000	Count	56	260	567
		% of Total	3.7%	17.3%	37.8%
	Total	Count	353	392	596
		% of Total	23.5%	26.1%	39.7%
Chi-square			957.189		

Table 4

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 8(0.6%) respondents are belong to less than Rs 10000 income class, 417(34.5%) respondents are belong to less than Rs 10001 - Rs 20,000 income class, 59(3.9%) respondents are belong to less than Rs 10001 - Rs 20,000 income class & 883(58.9%) respondents are belong to less than Rs above Rs 35,000 income class. among them 4(0.3%) respondents are agreed to the statement and 4(0.3%) respondents are disagree. 508(33.90%) respondent are female. among them 234(15.6%) respondents are agreed to the statement and 132(8.8%) respondents are undecided. The calculated value of Chi-Square for degree of freedom 3 is. 957.189 and tabulated value of Chi-Square for degree of freedom 6 & at 5% level of significance is 12.6. As the calculated value of chi square is greater than the tabulated value of chi square, the null hypothesis H_0 is rejected. Hence, we conclude that the factors “monthly income” and “Working condition supports the training program” are dependent.

Sex Vs Training and development of employees help in improving the financial turnover

			Training and development of employees help in improving the financial turnover			
			Strongly Agree	Agree	Undecided	Disagree
Sex	male	Count	584	308	100	0
		% of Total	38.9%	20.5%	6.7%	0.0%
	female	Count	185	160	4	159
		% of Total	12.3%	10.7%	0.3%	10.6%
Total		Count	769	468	104	159
		% of Total	51.3%	31.2%	6.9%	10.6%
Chi-square			5.397			

Table 5

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 992 (66.20%) respondents are males. among them 584(38.9%) respondents are strongly agreed to the statement, 308(20.5%) respondents are agreed, 100(6.7%) agreed to undecided. 508(33.90%) respondent are female. among them 185(12.3%) respondents are strongly agreed to the statement, 160(10.7%) respondents are agree, 4(0.3%) respondents are undecided and 159(10.6%) respondents are disagree. The calculated value of Chi-Square for degree of freedom 3 is. 5.397 and tabulated value of Chi-Square for degree of freedom 3 & at 5% level of significance is 7.815 . As the calculated value of chi square is lesser than the tabulated value of chi square, the null hypothesis H_0 is accepted. Hence, we conclude that the factors “Sex” and “Training and development of employees help in improving the financial turnover” are independent.

Sex Vs Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices.

		Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices.				Total
		Agree	Undecided	Strongly Disagree		
Sex	male	Count	460	280	252	992
		% of Total	30.7%	18.7%	16.8%	66.1%
	female	Count	451	4	53	508
		% of Total	30.1%	0.3%	3.5%	33.9%
Total		Count	911	284	305	1500
		% of Total	60.7%	18.9%	20.3%	100.0%
Chi-square		270.105				

Table 6

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 992 (66.20%) respondents are males. among them 460(30.7%) respondents are agreed to the statement, 280(18.7%) respondents are undecided and 252(16.8%) respondents are strongly disagree. 508(33.90%) respondent are female. among them 451(30.1%) respondents are agreed to the statement, 4(0.3%) respondents are undecided and 252(16.8%) respondents are strongly disagree. The calculated value of Chi-Square for degree of freedom 3 is. 270.105 and tabulated value of Chi-Square for degree of freedom 2 & at 5% level of significance is 5.992 . As the calculated value of chi square is greater than the tabulated value of chi square, the null hypothesis H_0 is rejected. Hence, we conclude that the factors “Sex” and “Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices” are dependent.

Sl. No.	Proposed Relationship	Results
1.	Education Vs Applicants are fully informed about the qualifications required to perform the job before being hired	<i>H₀ rejected</i>
2.	Sex Vs Working condition supports the training program	<i>H₀ rejected</i>
3.	Sex Vs Training and development of employees help in improving the financial turnover	<i>H₀ accepted</i>
4.	Sex Vs Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices.	<i>H₀ rejected</i>
<i>Summary of results for χ^2 Test</i>		

Conclusion and Recommendations:

I have examined Human resources will be liability and may even pose serious threat to the survival of the organization. A cross-sectional Bi-Variate analysis was made in between Demographic variables and the various variables related to cause of successful recruitment & selection procedure in the organization.

1. The null hypothesis has rejected for the variable “Education” & “Applicants are fully informed about the qualifications required to perform the job before being hired” the views of respondents of different Education group regarding the statement “Applicants are fully informed about the qualifications required to perform the job before being hired” are different.
2. The null hypothesis has rejected for the variable “Sex” & “Working condition supports the training program” the views of respondents of different Sex group regarding the statement “Working condition supports the training program” are different.
3. The null hypothesis has accepted for the variable “Sex” & “Training and development of employees help in improving the financial turnover” the views of respondents of different Sex group regarding the statement “Training and development of employees help in improving the financial turnover” are indifferent.
4. The null hypothesis has rejected for the variable “Sex” & “Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices” the views of respondents of different Sex group regarding the statement “Training re-shapes my approach towards problem-solving methodology and exposes workers to best practices” are

different.

The purpose of developing a human resource strategy is to ensure that the objectives set are mutually supportive so that the reward and payment systems are integrated with employee training and career development plans as most of the hotel respondents are agreed that recruitment procedure in the organization is satisfactory. HRM development has to be planned and monitored in ways that are beneficial both to the individual and to the organizations. The misappropriation in the implementation of different rural program should be checked with firm hand so that the fruits should reach the deserving ones. Concern for women is needed to be seen not only from welfare point of view of but also from the development point of view realizing their importance in the process of development. Analysis and interpretation of the thesis is an attempt to examine the trend and perspective of various Human Resource factors, viz. Recruitment and Selection Practices for the research unit i.e. hotel industry. In order to know employees' performance and problems of recruitment and selection a detailed analysis has been carried out on the basis of different parameters. 55% respondents are strongly agreed that HR department conducts briefing and debriefing sessions for employees sponsored for training whereas 45% respondents are agreed that the employee's competency matches with the job specification. 58% respondents are agree that organizational culture facilitates the training and development program. Majority of the respondents agreed that induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization" are independent. Employee respondents agreed that senior management takes interest and spends time with the new staff during induction training and training of workers is given importance. Majority of employee respondents are satisfied that training re-shapes their approach towards problem-solving methodology and exposes workers to best practices. It is interesting to note that due to the improper criteria of recruitment and selection, large numbers of hotel units become sick in both Kumaon and Garhwal. The overall performance of the star category hotels has improved to low extent. The state and the central government should provide various facilities to these hotel organizations so that the problems can be settled in the newly developed state of Uttarakhand. Traditional man power planning, consisting in forecasting future requirement in labor skill is on decline phase, as a tool for designing human resource inventions instead labor market analysis is taking over. There are several reasons which

emerge into the present study to avoid the declining phase. The hospitality industry is a customer-oriented industry and in this concluding chapter of the paper and shall shed light upon the paradigm shift in Human resource practices in hospitality industry of Uttarakhand. It is concluded that the hospitality professionals requires sound approach to deal with human relations. After analysis and interpretation of various data collected from hotel entrepreneurs and employees, it can be summarized that tourism in the region is developing at a faster growth rate. Hotel entrepreneurs are trying to keep tourists satisfied and assure them of their best and prompt services. The destination however suffers from the main constraint of quality infrastructure that hampers the growth of tourism. The reason that most of the destinations of the study area are being located in the vicinity of upper reaches of Uttarakhand Himalaya itself is the main stumbling block in development of tourism infrastructure. Hospitality industry still concentrates on producing tourism products and then endeavouring to sell them to overseas markets rather than first identifying the needs and expectations of respective markets and providing products to meet those needs. Location and amenities have greater influence than the prices on the tourist demand for accommodation.

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