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HRD practices in the classified hotels in Orissa: a study of employee perceptions

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Abstract: In the present paper, an attempt has been made to measure the employees' perception of some of the human resource development (HRD) practices prevailing in the classified hotels in Orissa. Orissa is a state in the eastern India which has been heavily concentrating its developmental efforts at the tourism industry in general and the hotel sector in particular since the early 80's. However, the results do not substantiate the quantum of efforts for which many reasons have been proposed. A key contention made by critics is that these efforts were lopsided in that they gave undue importance to the marketing function and totally neglected complementary aspects like HRD.

Keywords: HRD Practices; Classified Hotels; Professional Training; Promotions; Organizational Effectiveness; Orissa.

Resumen: En el presente documento se ha tratado de medir la percepción de los empleados sobre las prácticas que revalecen en algunos desarrollos de recursos humanos (HRD) en hoteles clasificados de Orissa. Orissa es un estado del este de India que, desde principios de los años 80, ha concentrado sus esfuerzos de desarrollo en la industria turística en general y en el sector hotelero en particular. No obstante, los resultados no se substancian en la cantidad de esfuerzo por muchas razones. La principal crítica realizada se centra en que no se dió la suficiente importancia a la comercialización y descuidaron totalmente aspectos complementarios como el HRD.

Palabras clave: Prácticas HRD; Hoteles clasificados; Formación profesiona; Promoción; Eficacia organizacional; Orissa

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Introduction

Tourism is a multifaceted industry with numerous job opportunities for skilled, unskilled and semi-skilled people in the host country. Tourism industry is major employer of skilled labor and also provides much scope for unskilled and semi-skilled employment (Kuthiala, 2001). Accommodation sector has always been given considerable emphasis since it satisfies the needs of tourists by providing quality and personalized services, and tourists too allocate a major portion of their holiday budget in expectation of the committed service. Human resource is considered as the epicenter of the accommodation sector because it could potentially create a radiant image for timely and homely services or can even mar the entire holiday experience. Accommodation sector underlines the manifold roles of employees working in different capacities in the front office, house keeping and food & beverages wings to render quality and premium service to the guests, whereby hotels can have unique sources of competitive advantage. In sum, human resource development is highly essential for the players in the accommodation sector to meet the challenges of the competitive world.

Tourism is the largest industry in the world in terms of earnings. The World Travel and Tourism Council (WTTC) estimates a 4.5 per cent per annum increase in the total amount of travel and tourism activity between 2002 and 2012. The earnings from tourism have made it one of the world's largest industries and the fastest growing sectors of global trade accounting for 10.7 per cent of global gross domestic product (GDP), 12.8 per cent of global exports, 8.2 per cent of global employment (or one in every 12.2 jobs), and 9.4 per cent of global capital investment. International tourist arrivals are expected to reach 1.5 billion. In India, for every international tourist, there are 80 domestic tourists. Domestic tourism can form the basis of a viable and sustainable tourism industry in India (10th Plan, 2002-2007, p. 818).

The availability of trained manpower is essential to achieve excellence in the tourism industry. At present, there are 21 In-

stitutes of Hotel management and Catering Technology (IHM&CT) and 13 Food Craft Institute in the country. In addition, a good number of accredited institutes also cater to the growing demand in the service sector. It is estimated that only 50 per cent of the requirement of the market is met by these institutes. Five new institutes of hotel management would be set up in the tenth plan- three in the newly created states of Uttaranchal, Jharkhand and Chhattisgarh and two in the northeast. In addition, 15 more Food Craft Institutes will be set up in the tenth plan, and efforts will be made to take culinary crafts and training to the rural areas through mobile training units. A new scheme on capacity building to train service providers in the unorganized sector such as small hotels, dhabas, restaurants and other eating joints is also proposed. (Tenth Plan 2002-2007, p.827).

The present paper endeavors to accomplish the following objectives: consolidate and present the expert views on the role of HRD practices in the hotel sector; bring to light the significant HRD related problems faced by classified hotels; better understand the perceptions held by hotel employees on certain key HRD practices; propose suggestive measures for the effective implementation of HRD practices.

HRD and its pivotal role in tourism

The concept of HRD is as old as human existence. But the concept of HRD, as originated in the classroom discussion, was brought in and popularized by Prof. Leonard Nadler in early 70's in Western context. There was hardly a concept called HRD in Indian industries until early seventies. The concept of HRD was launched in Larsen and Turbo in 1975 and subsequently in the State Bank of India and other associated banks under the supervision of two eminent professors and management consultants Prof. T.V Rao and Udai Pareek that was later followed by many other manufacturing and service industries in the subsequent years. In the early eighties, many industries opened up HRD department to keep employees updated with the changes through the process of training and development. By mid eight-

ies, almost every second organization in India had started running a HRD department. A new professional body called the National HRD Network took birth in 1985 that could be compared to the Organizational Development (OD) Network in US. The objective of the body is to provide latest knowledge on HRD to both the organization and the employees (Mangaraj, 1997; Swain, 2002).

Human resources are said to be the key to organisational success in the modern era of globalisation. The top management conceptualisation of Human Resource management and development considerably determines customer service, organisational flexibility and realisation of organisational purpose. The success of any organisation in the long run depends very much on the quality and quantity of its human resources. Human resources development aims at developing a variety of competencies of employees and developing a dynamic work culture in the organisation to utilise these competencies and enormously contribute to organisational growth. The main problem of India is now poverty and unemployment, which strongly affects the quality and quantity of productivity. This is a symbol of the inability and inefficiency of the country to effectively manage its invaluable human resources into useful, viable and valuable resources. Human resource development is an organized learning experience in a definite time period to increase the possibility of improving job performance (and) growth. HRD is a continuous process comprising the functions of acquisition, development, motivation and maintenance of human resource. Efficient utilization of resources is the key to improvement in productivity (Mangaraj, 1999).

HRD in tourism sector requires not just a human touch and service with smile, but human resources in the industry need to be multi-skilled, forward looking in terms of perspective and mindset and embody strategic, creative and systematic thinking. To encourage tourists to stay in hotels, the hotels must meet the guest's expectations of service quality (Nankervis & Debrah, 1995). Tourism industry is undergoing a significant change in the recent years, which requires a systematic human re-

source management approach. Human resource management in the tourism and hospitality sector is undergoing rapid change due to the vast use of information technology in this era of globalisation. (Heung 1993). Human resource development through the education, training and development of employees of all levels is a vital component in maintaining the industry's competitiveness in the international arena, (Baum 1995). The hospitality industry would certainly benefit from the introduction of HRD principles, both "hard" to facilitate more cost-effective deployment of staff and "soft" i.e. to empower those employees, (Anastasiaova & Purcell, 1995). Tourism sector would require a "need led" rather than a "market led" approach (Frank, 1997).

Human capital is the starting point for all development, the interrelationship between education and training plays a pivotal role in the human resource development in the tourism sector (Doswell, 1994). The hospitality industry needs sophisticated approach to human resource development (Wilson and Worland 1993). Human resource development practices in the tourism sector is in a state of underdevelopment due to the paucity of funds to open new training institution as well as the lack coordination with overseas institutions for advance trainer Programme (Guerrier, 1993, Mahesh, 1993). Technical expertise, high labour mobility, unsociable working hours and lengthy working days can be modified through the better human resource development practices (Vellas & Becherel, 1995).

Nothing is possible without trained and skilled people (Doswell, 1994). Present day trends of actual and potential users of tourism goods and services indicate a clamorous preference for quality experience, requiring higher levels of professional standards in the delivery system (Singh, 1997). The overwhelming success of international and domestic tourism has given rise to a pressing demand for quality professional acumen. Requirements for skilled and efficient human capital pose a serious threat to the future competitiveness of this service industry. Human resource development is of vital importance in as service industry like tourism. People engaged in this trade

deal with people and cater to their needs. They are ones who create experience, good or bad, and, therefore, determine the quality of the 'product offer' to the tourists. The present system of training programs suffers from several weaknesses, both in its qualitative and quantitative dimensions. To develop appropriate and suitable manpower in tourism industry in the modern world of consumerism, we need to provide them suitable training in all aspects of HRD.

Tourism education and training involves the communication of knowledge, concepts, and techniques which are specific to the field of tourism. Traditionally, the domain of tourism education has been the encouragement of analytical thinking and the understanding of conceptual issues in order to contribute to the professional and intellectual development of a person. Tourism training, on the other hand, is concerned with delivering practical knowledge, skills and techniques. HRD practices stress the need to generate employees' commitment to qualify, encourage employees to take responsibility to enhance productivity and profitability and to create an environment where employees feel confident to be innovative creative (Chand 2002). Manpower development means tourism development and that is what we want at present (Bhardwaj 2002).

In recent years, human resource development has assumed considerable importance in tourism industry as it has been recognized as contributing overall effectiveness. It is now widely acknowledged that human resources play an important role of the success of the human resources. Organizations need to utilize their human resources effectively to provide high quality service to their customers and to improve productivity and hence profitability. In a labor intensive industry such as hospitality, the effective utilization of human resources can give a hotel a competitive advantage. Hotels must develop human resource practices which will enable them to recruit, select and retain competent employees who can contribute to the achievement of their objectives (Nankervis & Debrah, 1995). The service quality of the hospitality industry like being apologetic, formal qualification, practical experience,

being understanding, being in front, and being genuine (Ross (1995)). Total Quality Management (TQM) has become popular in the hospitality industry (Baldacchini, 1995).

Competencies thus provide the common linking pin which will run through all the HR systems and provide objective data regarding an individual's behavior. Competency based training focus on imparting specific competencies to perform present and future role and identification of competencies. Competency based succession planning identifies the competency requirements for critical roles, assesses to candidate's competencies, and evaluates possible job-person matches. The hotel industry today is a diverse composite of ownership pattern, varying management structures and which offer a variety of services. However the basic product which is the room-nights remains the same (Nath & Raheja, 2001).

The great task and responsibility of Department of Tourism, Govt. of India is to develop and improve the human resource skill and efficiency through providing proper training and guidance (Bhardwaj & Choudhary, 1997). Non-availability of good tourism institutions and the lack of adequate funds are the main obstacles to improve the quality of human resources in the tourism sector of ASEAN countries (Chib, 1989). Up to date training should be given to the fresher and employees to help in improving their expertise and competencies (Negi, 1990). Tourism and hotel management course is of vital importance in developing right kind of manpower which in turn can make better planning and bring required professionalism to tourism and hotel industry, (Bhardwaj 2002). Tourism industry needs educated, well-trained, bright, energetic, multilingual and entrepreneurial skill to manage the tourism business (Rebecca, 1998). Tourism industry not only provides better career advancement but also helping quality of work life (QWL) of its people (Dexter, 1995).

The hospitality management education system is a continuous and lifelong process, (Christou, 1999). Three pronged approach to tourism education such as professional education, vocational skills, and entrepreneurial development can meet the need for appropriate tourism education and training

due to sudden change in many developing countries (Charlotte & Echtner, 1995). Training method and tools in tourism sector are traditional and outdated, (Harris & Cannon, 1995). The conference report on human resource development of (Jafar & Turgut, 1994) devised and put into practice "train the trainer" and "educate the educator" programs. Each company in UK tour operating industry should contemplate the creation of a training package that would be more comprehensive, structured and based on the needs of individual operators at all levels (Collins, et.al. 1994). It is essential for corporate travel managers to educate themselves and their staffs on an ongoing basis by attending seminars, reading the trade press materials and meetings other corporate travel managers (James, 1990). The requirement of skilled and efficient human capital creates a serious threat to the future competitiveness of the Indian tourism industry (Singh, 1997). Capacity control, Safety and Security, Assets and Capital, Technology and New management are the driving forces to change the shape of hospitality industry in India (Olsen et.al. 2001)

Human Resource planning has been extensively practiced in the hotel sector in Orissa. The star categories of hotels do have highly professional HRD managers. A constant effort has been made to maintain the human resource inventory for its optimum utilization. During past, hotels were using the manual method of maintaining inventory, which off late has been changed to system driven computerized inventorying (Swain, 2002).

To flash upon some suggestions and views of authors, Bezbaruah (2000) has strongly recommended a comprehensive human resource development programme that should be developed to give orientation to the employees on a continuous basis. Tourism institutes should conduct training programme in order to have trained and qualified human resources to work efficiently in tourism industry (Menon, 1999). Gunn (1998) Educational administrators to prepare a model curriculum for the enhancement of skill of the manpower of tourism industry should incorporate written and oral communication, inter personal relations, micro computer literacy. Investment should be made available to develop educational and training infrastructure to face future challenges and major opportuni-

ties in the tourism sector of India (Bagri, 1999). Training and development is a vital part of tourism industry and institutes have to act as pivotal crusaders in bringing about changes in Orissa tourism (Lenka, 1998; Dash, 2000). There is a need to attract adequate private investment in the field of tourism.

The review of past literature has reflected the multifaceted function of human resource development in the hospitality industry. It requires proper strategic planning to acquire, motivate, retain, and enhance performance, loyalty, commitment and human touch. Many authors have laid emphasis on training and development that have substantial role to tune the employees with latest changes and development in the accommodation sector. Since, training is an important sub system of HRD that has already been incorporated in organizational policy and planning. Therefore, Training is considered as an inseparable function of HRD activity. Human resource is a key element to spearhead the progress of accommodation sector business. Hotels do conduct the need based training program in collaboration with professional institutes for the noble cause of effective utilization of human resources. Authors like Singh (1997), Nankervis (1995), Bagri (1998) and Nankervis (1995) have strongly viewed for human resource development through training and development in tourism industry. Lenka (1998), Dash (2000) and Swain (2002) have stated about the human resource practices in various sectors of tourism industry in Orissa. All the above authors have argued for optimum utilization human resources in tourism industry.

The interrelationship between education and training is the pivotal element of human resource development in accommodation sector. Therefore hospitality industry can attain higher productivity through an efficient and effective HRD system. Classified star hotels in Orissa have espoused the HRD wings to go ahead in conducting the innovative and need based in-house and out-house training program in the active association with the professional institutes and the trade partners.

Growth of classified hotels in Orissa

Orissa offers not only nature in all its glory with its expansive sea beaches, verdant green forests, lofty mountains, varie-

gated wild life and tribal life, but also its great tradition of architecture, monuments and sculptures (Sahoo, 1996). In order to meet the growing demand of tourists for accommodation, Government of Orissa accorded industrial status to the hotel sector for the first time in the country so as to attract investors to increase the capacity of hotel rooms and beds at tourist centers in 1980. The importance of hotel industry for creating different categories of employment was duly endorsed and government provided land and financial support for the hoteliers like Oberoi, Taj, Swosti, Prachi group of hotels and other entrepreneurs to build all categories of hotel in the state.

While looking into the position of accommodation sector in 1980, 188 hotels with capacity of 3202 rooms and 6265 beds were catering to demand of the domestic and foreign tourists. The industrial status to the hotel sector has brought about a considerable development in augmenting the number of hotels, their room and bed capacities. The number of hotels has increased almost 4 times in 2003. With the gap of twenty-one years the number has been increased to 817 hotels with 16861

rooms and 31,922 beds. The growth of hotels has definitely generated employment in Orissa (Statistical Bulletin 2003). In view of the growing importance of tourism in classified hotels in Orissa, it is absolutely essential to develop efficient human resource development practices that are capable of providing excellent quality of services.

The study about the HRD practices in the classified hotels has a proportionate relation with the availability of number of star hotels and their room and bed capacities that reflect on the need of manpower inventory, training and development for employees. These classified hotels play a crucial role in maintaining adequate facilities and amenities and aim at providing quality services to guests. The classification committee has categorized 20 star hotels during 2003. While looking into the different category star hotels, there are 1 five star, 3 four star, 10 three star, 6 two star and 1 one star category of hotels respectively located in 8 major cities of the state. The name of the hotel, location, star category, room, and bed capacity are displayed in table-1.

Sl.No	Name of the Hotel	Location	Category	No. of Rooms	No. of Beds
1.	The Oberoi	Bhubaneswar	***** Del.	64	128
2.	Sishmo	Bhubaneswar	****	72	144
3.	Swosti	Bhubaneswar	****	60	120
4.	Kalinga Ashok	Bhubaneswar	***	64	128
5.	Keshari	Bhubaneswar	***	56	112
7.	Marion	Bhubaneswar	**	60	120
8.	Mayfair Lagoon	Bhubaneswar	***	32	64
9.	Swosti Plaza	Bhubaneswar	***	66	132
10.	Tosali sands & Resorts	Puri	****	104	208
11.	Mayfair Beach Resort	Puri	***	34	68
12.	Prasanti	Anugul	**	44	88
13.	Dwaraka Resort	Cuttack	**	37	74
14.	Maury Residency	Rourkela	***	22	44
15.	Deepti	Rourkela	***	29	58
16.	Mayfair	Rourkela	***	40	80
17.	Radhika	Rourkela	***	117	234
18.	Hello Jeypore	Jeypore	**	21	42
19.	Palm Beach Oberoi	Gopalpur	**	18	36
20.	S.E Railway Hotel	Puri	**	26	52
21.	Ganapati	Baragrah	*	32	64
Total			21	1038	2078

Table1. Classified Hotels in Orissa. Source:- Official Record, Government of Orissa Department of Tourism

Training and development in the hotel sector

Training is a key to enhance capability and efficiency in the communication, skill development, and managerial ability of employees. The training program in the hotel management committed to specific training needs have focused simple, practical, and designed to produce results within a reasonable time and a reasonable cost. Tourism training is concerned with discovering practical knowledge, skills and techniques. Frontline or operational employees used to be given opportunity to undergo training that is extended to all categories of employees due to specialized nature of the work. The training program for the jobs in the tourism sector should lay emphasis on financial management, human relations, and decision making, quantitative analysis, computer programming, economics, market analysis, finance, cost accounting, personnel management, business, law, food processing.

The foremost objective of HRD department of all classified star hotels is to identify the training needs of employees and try to organise in house training or out side training programmes for them. Due to the frequent change in technology, behavior, traits, perception of clients, it is mandatory to keep employees updated with the changes. It is the employee who encounters the clients not the management. Some times, big star hotels have their own training house to conduct various types of training for the managers, supervisors and workmen to organise training in collaboration with some institutes, hotels or any professional associations. The Hotel Oberoi in Bhubanswar regularly sends staffs for taking training to the Hotel Management Institutes in Bhubanswaer or to The Oberoi Group of Hotel Management Institutes in Delhi. The Mayfair Group of Hotels and The Tosali Group of Hotels organise training programs inside the hotel for workmen and supervisory level of employees by inviting experts from the trade and other branches of their hotels.

It is felt that training is compulsory for each category of employees in the hotel so as to improve efficiency and educate the employees regarding the current development in the trade. Chefs, staffs from front office, accounts, HRD and F&B are sent for regular training. Other small and medium hotels in Orissa send their employees hardly for undergoing training. The cost of the training is borne by the organization and hotels in Orissa. As non-star categories of hotels are more than the star hotels and major numbers of workers are employed in those hotels. Therefore, it is very important to set up and activate the HRD department in those hotels to activate the training programmes required by the employees from time to time. The period of training varies from star hotel employees to non-star hotel employees. Mostly the period of training is restricted within one month in case of non-executives but in case of managerial staffs it is hardly a weeklong (Swain, 2002).

The Institute of Hotel Management (IHM) in Bhubaneswar

In order to shrink the wide gap between institute and classified hotels in respect of creating quality human resource, in 1973, Institute of Hotel Management, Catering and Applied Nutrition was established in Bhubaneswar. The commencement of training at the centre has brought about a significant change in meeting the growing need of trained manpower and outhouse training need for all classified hotels. This institute mostly supplies qualified graduate trainees and all classified hotels prefer to visit the campus for final section of students for internship. This institute only conducted certificate courses given below during 1973 -1989, after which, a three years Diploma Course was instituted and the total number of pass out students of the diploma programme is 959 in 2003. Three years diploma course receives good response and the curriculum and the teaching pedagogies are very advanced and qualitative. Other courses are PG diploma course in accommodation management, craft certificate course in Food Production Management and craft certificate course in Beverage service. During the last decade 832 diploma holders, 197

accommodation managers, 192 food production managers and 196 Beverage Service managers have been produced by IHM, Bhubaneswar.

Sl No	Name of the Certificate Course	Duration	Break up of different Category of Intakes			Total
			SC	ST	GEN	
1	Cookery	One Year	06	01	267	274
2	Bakery & Confectionery	One Year	01	01	197	199
3	Restaurant & Counter service.	6 Months	16	07	280	303
4	Hotel Reception & Book Keeping	6 Months	03	02	195	200
5	House Keeping	One Year	02	02	28	32
6	Canning & Food Production	6 Months	04	02	28	34
	Total		32	15	995	1042

Table-2: Break Up Different categories of Intakes, Duration and the name of the certificate Course.

Source: Official records of Indian Institute of Hotel management & Applied Nutrition, Govt. of India, Bhubaneswar.

The professional Hotel Management institutes have, to some extent, made earnest attempt to provide qualified and trained professionals in the area of cookery, bakery & confectionery, restaurant and counter service, hotel reception and book keeping, house keeping and canning and food production from 1973 to 1989, as can be examined from table-2. In addition to this, 1764 housewives have been trained in these programmes out of which 902 were trained in the cookery course and 862 in the bakery and Confectionery course by 2001.

IHM also conducts ad hoc summer courses for Railways, Indian Airlines, Shipping, and Orissa Tourism Development Corporation during summer for six months. In 2001, 1123 personnel have been trained in four types of special summer.

Research hypotheses

In continuation with the preceding discussion, changing human resource development practices in the Orissa hotel sector has opened up a lot of avenues for theoretical investigations. While the industry sponsored marketing researchers restricted themselves to problems at the firm level or to those concerns that are of immediate consequence to their clients, academic researchers, who were to provide the must needed critical reflection upon any developmental initiative, have been by and large blasé to everything. For instance, whether it is because the em-

ployees have not positively taken the HRD practices that these practices could not be of much use as expected is an interesting question that has received only armchair attention thus far. Service failures are certain if an HRD practice like professional training cannot shape the employees to live up to the expectations of customers lured by the marketer. In this regard, from our previous exploratory studies (Swain, 2002) and from the review of literature presented above, the present paper proposes to test the following hypotheses:

- H1: Employees perceive that there is a positive association between professional training and organizational effectiveness.
- H2: Employees perceive that there is a positive association between professional training and employee promotion.
- H3: Employees who have undergone more professional training have more positive perception about the benefits of professional training than their counterparts.
- H4: Employees of high star category hotels perceive that there is a positive association between professional training and promotion than employees of low star category hotels.

Research method

The survey instrument, *inter alia*, had statements rated on a semantic differential scale to extract employee perceptions

about the need for professional training, benefits from professional training, and training's relationship with promotion and organizational effectiveness. Another question was about the star category status of the hotel in which the respondent had been employed. In addition, each respondent was asked to furnish the number of months of professional training undergone by him so far.

Data for the current study were collected between May 2005 and July 2005 which happens to be the lean season for hotels. The objective of selecting this period was to seek pinpointed answers from employees as they would not be mostly engrossed with heavy work during this period. A sample for the study was drawn using the convenience cum judgmental sampling method. The sample size was initially determined to be 90 and a group of graduate students in tourism was engaged to get the questionnaire filled from the employees. One week time was given to the respondents to provide their opinion. Eventually, 65 filled-in questionnaires were returned, representing a response rate of 72%. The rates of percentage of used questionnaires are high due to considerable interest of employees to

know about the HRD practices in their own organization and other organizations as a whole.

Data analysis

The data collected was analyzed using the SPSS data analysis package. Regression analysis was performed upon the dataset to see the association between professional training and organizational effectiveness as perceived by the employees. The results given in the following tables (Table 3.1 to 3.3) indicate that even as a pessimistic estimate, 29% of the variance in organizational effectiveness is predicted by professional training ($p < 0.01$). However, the high residual sum of squares means that there are some more important additional factors that have to be brought in for explaining a major proportion of the variation. At the same time, a moderately high value of 't' ($=5.20$, $p < 0.01$) corresponding to professional training says that it is still a very useful predictor. Thus, the hypothesis that employees perceive that there is a positive association between professional training and organizational effectiveness is supported.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.548 ^a	.300	.289	1.08952

a. Predictors: (Constant), training

b. Dependent Variable: orgeffectns

Table 3.1

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.078	1	32.078	27.023	.000 ^a
	Residual	74.784	63	1.187		
	Total	106.862	64			

a. Predictors: (Constant), training

b. Dependent Variable: orgeffectns

Table 3.2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.376	.332		4.143	.000
training	.526	.101	.548	5.198	.000

a. Dependent Variable: orgeffectns

Table 3.3

The same data analytical procedure detailed above was adopted to test the hypothesis that employees perceive that there is a positive association between professional training and employee promotion, too. A glance at the output tables of the analysis presented below (Table 4.1 to 4.3) indicate that professional training predicts promotion better than it predicts organizational effectiveness. In other words, employees perceive that their professional training can fetch them more

personal benefits (i.e., promotion) than collective benefits (i.e., organizational effectiveness). What is interesting is the synergy that employees find in pursuing a personal goal and an organizational goal: even though they may, as individuals, gain more than the organization which they serve, both are still gainers. This is in line with the *Adam Smithian* philosophy of maximizing collective benefits by allowing individuals to pursue their self-interests.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.614 ^a	.377	.367	.96318

a. Predictors: (Constant), training

Table 4.1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.308	1	35.308	38.059	.000 ^a
	Residual	58.446	63	.928		
	Total	93.754	64			

a. Predictors: (Constant), training

b. Dependent Variable: promotion

Table 4.2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.328	.317		4.189	.000
training	.580	.094	.614	6.169	.000

a. Dependent Variable: promotion

Table 4.3

The output tables (Table 5.1 to 5.3) indicate that the hypothesis that employees who have undergone more professional training have a better perception about the benefits of professional training than their counterparts cannot be supported. Even though we are not in a position to prove its alternative, the rejection of this hypothesis is a sufficient implication of an increasing pessimism among employees about the benefits of training when they are trained more and more. Given the findings for the previous

hypothesis, it is not something wholly unexpected: employees know that professional training is more a means to help themselves than helping the organization and it is natural that this perception is reinforced with increasing levels of training and the associated increase in personal benefits like promotion. It may also be that professional training has become a mere ritual and that it is generally accepted as good since "it is the way things used to be here".

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.055 ^a	.003	-.013	1.15968

a. Predictors: (Constant), degtraining

Table 5.1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.259	1	.259	.192	.663 ^a
	Residual	84.726	63	1.345		
	Total	84.985	64			

a. Predictors: (Constant), degtraining

b. Dependent Variable: percbenefits

Table 5.2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.858	.323		8.840	.000
degrtraining	.044	.100	.055	.439	.663

a. Dependent Variable: percbenefits

Table 5.3

A one-way ANOVA test has been run to test the hypothesis that employees of high star category hotels perceive that there is a positive association between professional training and promotion than employees of low star category hotels. The effect of star category status is the typical moderator effect. To find the significance of moderation, the star category status of the hotel in which the employee worked has been classified in to 1 (<3 star), 2 (=3 star), 3 (>3 star) and this became the factor variable in the ANOVA model. The model (see output table 6) implies that there is a significant difference in the perception of employees working in different star categories of hotels with regard to the influence of professional training upon promotion ($p < 0.01$). However, this only says that at least one the groups

differ from the rest. To supplement this, a post-hoc contrast test has been performed: the contrast became significant only between “less than 3 star” and “more than 3 star” groups ($p < 0.05$). This could be due to the fact that “3 star” is a transition region whose variation is in some way the partial variation in the other two groups. To further appreciate the situation, the data file was split into three independent files in terms of the star category (<, =, > 3 star) and Pearson’s coefficients of correlation between training and promotion were calculated for each. In each of these, the coefficients were significant and were as follows: for <3 star=0.45; for 3 stars=0.59; and, for >3 star=0.71, all at $p < 0.05$. Thus, the hypothesis is convincingly supported.

ANOVA

training

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	74.335	2	37.168	75.109	.000
Within Groups	30.681	62	.495		
Total	105.015	64			

Table 6.

Discussion and conclusion

Orissa is the first state to accord industrial status to hotel in 1980, and consequently the accommodation sector has found top place in all industrial and tourism policies over the periods. Huge investment is required to be mustered to build a star hotel. To maintain the prop-

erty as per hotel and restaurant classification committee norms and standards is a gigantic challenge. Hoteliers do face crunch of managing the resource in the infancy stage due to low market share and lack of visibility.

An elaborate discussion is essential to understand the HRD practices and their impacts upon the employee’s performance

in the star hotels in the due course of time. In the present paper, an attempt has been made to uncover the prevailing human resource practices through the review of literature and our own original research. It is inferred from the analysis that employees in the surveyed star hotels are in general benefited with the ongoing training practices conducted with the assistance of professional training institutes like IHM, Bhubaneswar. This institute is rendering industry oriented training programmes based on contemporary needs for improving the quality of human resources in the hospitality industry. Hotels have also acknowledged the positive impacts of training for their employees with the intention of meeting the human resource challenges in the foreseeable future. As it is demonstrated in the hypothesis testing on the perceptions of employees about the training programme, it is understood that employees at present working in the star hotels in Orissa have perceived the usefulness of the training in their work culture.

The present study reveals that hotel employees do appreciate the fact that there is a positive association between professional training and their chances of promotion. They also understand that their professional training can help promote the organizational effectiveness as well. However, this understanding is proven to be stronger in the case of employees working in the higher star category hotels than those working in the lower star category hotels. But, no significant relationship existed between the level of professional training undergone by an employee and his or her perception about the benefits of professional training. However, the employees who have already undergone professional training have got a more balanced and realistic view than those who are waiting to take the training. The study has also found out the diverse roles of employees working in various departments like front office, house keeping, food and beverage, horticulture and accounts and administration to popularize the name and fame of the hotels by delivering outstanding services to the guests.

While the present research implies qualitative HRD improvements as a result of employee training, this should not be interpreted as a perennial mouthpiece for the current system of professional education and training. Any training system should be dynamic and self-evolutionary with the changes in the macro-environment, and this article is concluded with this note.

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