# CHAPTER-VII

## FINDINGS, CONCLUSION AND SUGGESTIONS

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7.1 INTRODUCTION

The present chapter is the output of the whole research work. In this chapter with the help of conceptual, theoretical & analytical strands in the preceding chapters major finding are highlighted. On the basis of the finding the summery of the research work in the form of conclusion is given. On the basis of finding and conclusion few suggestions are emanating for the improvement of HRD competencies of employees in hotel industry. The competency based HRD models are also developed for hotel industry.

7.2 FINDINGS

7.2.1 INDIVIDUAL INFORMATION OF RESPONDENT-EMPLOYEES

1. From all the categories of employees, male employees are employed more than female employees in both public sector and private sector hotels. Female employees are employed only in front office and finance and administration department. In food/beverage, housekeeping maintenance and other departments of hotels male employees are employed. (Table No.6.3)

2. In Goa Konkani is the regional language and English is the commercial language. In public sector hotels employees are using English, Konkani and Hindi languages more and from other languages Marathi is used. In private sector hotels English, Hindi, Foreign and other languages are used more by the employees since majority of the employees are from other states. (Table No.6.4)

3. It is found that in public sector hotels majority of employees are belonging from Hindu and Christian religion since public sector hotels are operated by Goa government so recruitment are made from the state. In private sector hotels employees of Christian, Hindu and other religions are found. Other religions people come for employment in Goa in hotel industries. (Table No.6.5)

4. Educational Qualification of employees as per the designation is satisfactory in public sector hotels whereas in private sector hotels employees having low educational qualification but high work experience can get the higher designation. In private sector hotels work experience is important factor than educational qualification. (Table No.6.6)

5. It is found that in public sector hotels permanent employees are more comparatively to private sector hotels. In private sector hotels contractual and temporary employees are more
since in seasons private sector hotels recruit the manpower as per the requirement on contractual and temporary basis. (Table No.6.7)

6. Length of the service of employees in hotel industries is concerned. In public sector hotels employees are permanent in nature so majority of employees served the service for many years. In private sector hotels employees are on contractual and temporary basis and few are permanent so length of the service is not more than 5-10 years. (Table No.6.8)

7. In public sector hotels employees are getting the basic salary as per the categories of employees specified by Government of Goa. Whereas in private sector hotels employees are not getting the salary as per the categories of employees and designation there is high variation in salaries from public sector employees and private sector employees. (Table No.6.9)

8. In public sector hotels employees are class-1 and class-2 employees are satisfied with the job whereas class-3 and class-4 few employees are frustrated with the job but still willing to continue the jobs. Whereas in private sector hotels employees from all the categories majority of them are feeling frustrated, exploited and indifference towards the job and not willing to continue the job for long period. Salary and job satisfaction is the factor for not continue the job in future. (Table No.6.10 & 6.11)

7.2.2 RELATIONSHIP ANALYSIS BETWEEN TRAINING AND HRD COMPETENCIES OF EMPLOYEES IN PUBLIC SECTOR & PRIVATE SECTOR HOTELS

1. In public sector hotels adequate duration of training is provided for understanding whereas in private sector it is adverse there is no adequate duration of training is provided for understanding the work related activities and tasked to be performed. (Table No.6.12)

2. While providing the training to employees in public sector hotels there is nominal balance in practical and theoretical knowledge whereas in private sector hotels there no proper balance in practical and theoretical knowledge while providing training to employees. (Table No.6.13)

3. The communication and demonstration by trainers at the time of training to employees in public sector hotels is clear and good to understand whereas in private sector hotels there is
nominal communication & demonstration by trainers while training to employees. (Table No.6.14)

4. In public sector hotels and private sector hotels training encourages regular participation of employees. Since by training new methods and techniques of doing the task and activities communicated and demonstrated to enrich the employees competencies and training is one way to find out the employees hidden capabilities and potentials. (Table No.6.15)

5. In public sector hotels and private sector hotels there is nominal practical and application activities are adopted while training to employees. While training there is need of adopting effective practical and application activities to encourage the participation of employees. (Table No.6.16)

6. The droughts and queries raised by public sector hotels employees and private sector hotels employees while training program are effectively resolved by the trainers with satisfactory resolution. (Table No.6.17)

7. By training programs there is nominal improvement in knowledge, skill & capabilities of public sector hotels employees and private sectors hotels employees. There is less impact of training on knowledge, skills and capabilities of employees. (Table No.6.18)

8. By training programs less impact on skills capabilities & knowledge but there is good improvement in confidence and performance of public sector hotels employees and private sector hotels employees. (Table No.6.19)

9. In public sector hotels and private sector hotels there is there is nominal level individual’s objective is achieved through training. Since training is provided for the improvement and enlargement in the job profile of employees. (Table No.6.20)

10. The atmosphere of training is nominal enjoyable in public sector hotels and private sector hotels. The expenditure made on employees training in hotel industry is nominal comparative to other service industry. (Table No.6.21)

11. In public sector hotels and private sector hotels there are less relevant of materials and handouts are provided for employees while training program. The expenditure for relevant materials and handouts made on employees is less in hotels. (Table No.6.22)
12. In public sector and private sector hotels, smaller amount of preparation made by facilitator for effectiveness of training program. While training program the different types of facilities are required for the training effectiveness in hotels. (Table No.6.23)

13. After training program nominal ability to take any task is shown by public sector employees whereas in private sector hotels, good ability to take any task is shown by private sector employees. (Table No.6.24)

14. In public sector hotels employees very well able to cope up with job environment after training whereas in private sector hotels employees are at nominal level able to cope up with job environment after training. (Table No.6.25)

15. Good utilization of resources at workplace is made by public sector hotels employees and private sector hotels employees after training since in training program work related activities are shown and demonstrated for employees. (Table No.6.26)

16. As far as knowledge of employees is concerned in public sector hotels after training employees nominal utilize their knowledge whereas in private sector hotels after training employees maximum utilize their knowledge. (Table No.6.27)

17. In public sector hotels & private sector hotels after training employees minimize wastages & improve productivity since in training work related knowledge is maximum given for employees in hotels. (Table No.6.28)

18. In public sector hotels nominal skills of employees are developed after training whereas in private sector hotels new skills of employees developed after training. In private sector hotels maximum efforts are made to improve the skills of employees. (Table No.6.29)

19. After training at nominal level personal development of public sector hotels employees has taken place whereas in private sector hotels after training at good level personal development of employees has taken place. (Table No.6.30)

20. As far as work performance of employees there is good change has occurred after training in public sector hotels and private sector hotels. After training employees performance in work has improved. (Table No.6.31)

21. In public sector hotels task performed by employees becomes nominal effective after training whereas in private sector hotels after training task performed by employees becomes good effective. (Table No.6.32)
22. In public sector hotels no sharing of knowledge among employees take place after training whereas in private sector hotels nominal sharing of knowledge among employees take place after training. For achieving higher position employees are not willing to share their knowledge among colleagues. (Table No.6.33)

23. In public sector hotels after training employees get good support for strong decision making whereas in private sector hotels after training employees get nominal support for strong decision making. Training is given for taking the strong decisions related to the work allotted for employees. (Table No.6.34)

24. Overall in public sector hotels and private sector hotels through training program employees at nominal level objectives are fulfilled. The training provided in hotels is not up to the mark. Nominal training provisions are made; employees are not getting the full benefits. (Table No.6.35)

7.2.3 HRD COMPETENCIES OF EMPLOYEES IN HOTELS

7.2.3.1 BUSINESS COMPETENCIES

1. In public sector hotels delegation of authority for employees is excellent whereas in private sector hotels delegation of authority for employees is good. In private sector hotels handing over of supremacy is depend on the employees competency and length of the service devoted by employees in hotels. (Table No.6.38)

2. Entrepreneurial direction is concerned both sectors employees, public sector hotels and private sector hotels employees are having good entrepreneurial direction view to become skilled in the specific profession and give most excellent performance for allotted duties and responsibilities. (Table No.6.39)

3. Overall in public sector hotels employees forward thinking attitude is usual and private sector hotels employees forward thinking attitude is good. While giving the service in private sector hotels employees are worried about expectations, that customers will visit the hotel in future for several times with this intension superlative service is provided by employees in hotels. (Table No.6.40)

4. In public sector hotels employees are good in performing job as per goal oriented and private sector hotels employees are excellent in performing job as per goal oriented. In public sector hotels employees job is given for performance while in private sector hotels
employees target is given and objectives are specified to attain the growth & prosperity in service. (Table No.6.41)

5. Maintaining of records is concerned in public sector hotels employees are usually maintain the records of jobs while in private sector hotels employees maintain the records of jobs for evaluation in performance. (Table No.6.42)

6. In public sector hotels employees strategic thinking approach is good and private sector hotels employees strategic thinking approach is excellent. In private sector hotels employees focuses on growth of self competencies and development hotels. (Table No.6.43)

7. Overall in public sector hotels employees are good in administrating the given task and private sector hotels employees are excellent administrating the given task. In private sector hotels employees are administrating the given tasks as per the specification and guidelines given by the authorities. (Table No.6.44)

8. In public sector hotels employees are good in understanding the business activities and private sector hotels employees are excellent in understanding the business activities. In private sector hotels employees are very well in understanding the business operations to execute the activities successfully. (Table No.6.45)

7.2.3.2 PERSONAL COMPETENCIES

1. Public sector hotels employees and private sector hotels employees are good in accountability and evaluating for others. Since accountability and evaluation is necessary to measure the performance of given activities. (Table No.6.46)

2. As far as accurate listening is concerned in private sector hotels employees have to listen carefully before performing the activities in view of the fact that one sole mistake can be the cause to lose the job in private sector hotels. (Table No.6.47)

3. Overall in public sector hotels employees excellent in approach towards honesty shown whereas in private sector hotels employees perfect in approach towards honesty shown. Honesty in job is the spirit of growth and development in profession. (Table No.6.48)

4. Overall in public sector hotels employees are good in decision making whereas in private sector hotels employees are excellent in decision making. In private sector hotels decisions are executed by taking into consideration all the employees benefit and contribution. (Table No.6.49)
5. In public sector hotels employees are good in making commitment in job whereas in private sector hotels employees are excellent in making commitment in job. In private sector hotels with devotion employees will become intelligent to survive and become competent. (Table No.6.50)

6. Consistency and reliability in job is concerned both public sector hotels employees and private sector hotels employees consistency and reliability in job shown is excellent since consistency and reliability is essential to execute the given assignment successfully and competently. (Table No.6.51)

7. Overall in public sector hotels employees and private sector hotels employees are good in correcting and developing to others, in sight of the reality that constant perfection is the one step of self development and expertise. (Table No.6.52)

8. In public sector hotels employees are good in performing the task with creativity and private sector hotels employees are excellent in performing the task with creativity. Creativity is the one approach to prove the distinctiveness in task recital for creating own individuality. (Table No.6.53)

9. Emotional control at work place is concerned in public sector hotels employees are good in controlling emotion at work place and private sector hotels employees are excellent in controlling emotion at work place. Emotional control at work place is the way of increasing the competency & output of work. (Table No.6.54)

10. Generally in public sector hotels employees are good in empathetic outlook towards task and private sector hotels employees are excellent in empathetic outlook towards task. Concerned approach proves the participation of employees in profession. (Table No.6.55)

11. On the whole in public sector hotels employees are good in job flexibility and private sector hotels employees are excellent in job flexibility. The employees have to administer several tasks at any time in similar line of work. (Table No.6.56)

12. Overall in public sector hotels employees are good in following the direction given by superiors and private sector hotels employees are excellent in following the direction given by superiors. In private sectors hotels decisions are employed with taking into account of all the employees views. (Table No.6.57)
13. Public sector hotels employees and private sector hotels employees are good in terms of not doing discrimination at workplace. Since all the employees are treated as per the designation and authorities with respectful environment. (Table No.6.58)

14. On the whole in public sector hotels employees and private sector hotels employees are good in terms of handling rejection at workplace. Rejection in the recital of work is the mode of continues enhancement in occupation and to become knowledgeable. (Table No.6.59)

15. Generally in public sector hotels employees and private sector hotels employees are good in terms of handling stress at workplace. Stress management is experienced in public sector hotels and private sector hotels to sustain the employees work pleasure level. (Table No.6.60)

16. Overall in public sector hotels employees are good in showing the initiative for any responsibilities and private sector hotels employees are excellent in showing the initiative for any responsibilities. For the extensive survival in service in private sector hotels employees acknowledge for several responsibilities. (Table No.6.61)

17. As far as job ethics is concerned in public sector hotels employees and private sector hotels employees are excellent in maintaining and following the job ethics. (Table No.6.62)

18. Generally in public sector hotels employees and private sector hotels employees are good in making long term planning. (Table No.6.63)

19. In public sector hotels employees are good in meeting standards as per the requirement and private sector hotels employees are excellent in meeting standards as per the requirement. In private sector hotels employees are given targets and specified the standard of work to be performed. (Table No.6.64)

20. Overall in public sector hotels employees are good in people reading skill and private sector hotels employees are excellent in people reading skill. Employees occupation associated behaviour is quickly recognized in private sector hotels as targets are given to perform the work. (Table No.6.65)

21. Generally in public sector hotels employees and private sector hotels employees are good in practical thinking towards work. (Table No.6.66)
22. Public sector hotels employees are good in quickly managing the problem and private sector hotels employees are excellent in quickly managing the problem. In private sector hotels employees are taking quickly decisions when problem is raised. (Table No.6.67)

23. Quality orientation is concerned; both in public sector hotels employees and private sector hotels employees are excellent in achieving quality in work. (Table No.6.68)

24. Overall in public sector hotels employees and private sector hotels employees are excellent in making real expectation. (Table No.6.69)

25. Generally in public sector hotels employees and private sector hotels employees are good in respecting rules and regulations of hotels. (Table No.6.70)

26. Public sector hotels employees and private sector hotels employees are good in self improvement and management. (Table No.6.71)

27. Overall in public sector hotels employees and private sector hotels employees are good in sense of belonging at workplace. (Table No.6.72)

28. Overall in public sector hotels employees and private sector hotels employees are good in sensitivity to others at workplace. (Table No.6.73)

29. Motivational need is concerned; in public sector hotels employees are good in understanding the motivational needs and private sector hotels employees are excellent in understanding the motivational needs. In private sector hotels employees are given the special types of incentives for completing the particular assignment within the time period. (Table No.6.74)

30. Generally in public sector hotels employees and private sector hotels employees are excellent in understanding attitude of others. (Table No.6.75)

7.2.3.3 INTERPERSONAL COMPETENCIES

1. Coaching to others is concerned; both in public sector hotels employees and private sector hotels employees are good in providing coaching to others. (Table No.6.76)

2. Overall in public sector hotels employees are good in providing feedback and private sector hotels employees are excellent in providing feedback to others. In private sector employees give feedback regarding the job presentation to colleagues. (Table No.6.77)
3. In public sector hotels employees are good in performing group activities and private sector hotels employees are excellent in performing group activities. In private sector hotels activities are distributed in groups to execute, with one team head. (Table No.6.78)

4. Generally in public sector hotels employees and private sector hotels employees are good in making negotiation in task performance. (Table No.6.79)

5. Transference in dialogues is concerned; both, in public sector hotels employees and private sector hotels employees are good in making open dialogues at place of work. (Table No.6.80)

6. Overall in public sector hotels employees and private sector hotels employees are excellent in relationship building at workplace. Healthy relationship is maintained by employees in order to smooth implementation of all everyday jobs and responsibilities. (Table No.6.81)

7. Public sector hotels employees and private sector hotels employees are excellent in respecting others work and performance. In hotels employees are performing tasks in groups, so every employees respect each other’s work and performance. (Table No.6.82)

8. In public sector hotels employees are good in team work performance and private sector hotels employees are excellent in team work performance. In private sector hotels employees are performing everyday jobs in groups and teams for standardization in presentation. (Table No.6.83)

7.2.3.4 BEHAVIORAL COMPETENCIES

1. Overall in public sector hotels employees and private sector hotels employees are good in analysis of data and situation. (Table No.6.84)

2. Generally in public sector hotels employees are excellent in performing customer oriented job and private sector hotels employees are perfect in performing customer oriented job. In private sector hotels employees are customer centric while performing the job and main intension is customer satisfaction and pleasure. (Table No.6.85)

3. In public sector hotels employees are good in frequent changes in work nature and private sector hotels employees are excellent in frequent changes in work nature. In private sector hotels job rotation practices is commonly followed as per the necessity of manpower. (Table No.6.86)
4. Overall in public sector hotels employees are good in frequent interaction with others and private sector hotels employees are excellent in frequent interaction with others. In private sector hotels employees are enjoying the job with friendly interaction with each others. (Table No.6.87)

5. In public sector hotels employees are good in organizing activities at workplace and private sector hotels employees are excellent in organizing activities at workplace. In private sector hotels preplanning is made of all the essential resources for activities to be performed. (Table No.6.88)

6. On the whole in public sector hotels employees and private sector hotels employees are excellent in terms of urgency for job. Every employees from hotels are required job as per their skills, experience & qualification. (Table No.6.89)

7. Generally in public sector hotels employees and private sector hotels employees are excellent in terms of versatility. (Table No.6.90)

8. In public sector hotels employees are good in will to win in dealing with high competitive and private sector hotels employees are excellent in will to win in dealing with high competitive. In private sector hotels employees attitude is strategic thinking. (Table No.6.91)

7.2.3.5 TECHNICAL COMPETENCIES

1. On the whole in public sector hotels employees and private sector hotels employees are good in understanding profession improvement. (Table No.6.92)

2. Overall in public sector hotels employees are good in self competency identification and private sector hotels employees are excellent in self competency identification. In private sector hotels employees are completely engaged in competency enhancement. (Table No.6.93)

3. Computer handling skill is concerned both from sector hotels employees and private sector hotels employees are excellent in computer handling as per the work profile employees are knowledgeable in handling computer connected everyday jobs. (Table No.6.94)

4. In public sector hotels employees are good in continuous learning attitude and private sector hotels employees are excellent in continuous learning attitude. In private sector hotels...
employees are incessantly gaining knowledge of different job related activities. (Table No.6.95)

5. Generally in public sector hotels employees and private sector hotels employees are excellent in electronic system handling. In hotel industries employees are more concerned in advance electronic system execution. (Table No.6.96)

6. Overall in public sector hotels employees and private sector hotels employees are good in innovation and inventions in tasks. (Table No.6.97)

7. Taken as a whole from public sector hotels employees and private sector hotels employees are good in objective preparation related to job. (Table No.6.98)

8. In public sector hotels employees are good in subject matter understanding skills and private sector hotels employees are excellent in subject matter understanding skills. In private sector hotels employees are given different types of training related to profession. (Table No.6.99)

7.2.3.6 INTELLECTUAL COMPETENCIES

1. On the whole in public sector hotels employees and private sector hotels employees are good in collective task achieving approach. (Table No.6.100)

2. Data and task reduction skill is concerned both, from public sector hotels employees and private sector hotels employees are good in data and task reduction skill. (Table No.6.101)

3. Overall in public sector hotels employees are good in intellectual versatility in jobs and private sector hotels employees are excellent in intellectual versatility in jobs. In private sector hotels employees thinking imaginative while implementing the changes in job performance. (Table No.6.102)

4. In public sector hotels employees are good in model building for activities and private sector hotels employees are excellent in model building for activities. In private sector hotels as per the seasons special types of models are created for activities. (Table No.6.103)

5. Generally in public sector hotels employees are good in observing tasks and private sector hotels employees are excellent in observing tasks. In private sector hotels employees are specified with standard for job presentation, so observing task in private sector hotels employees is excellent. (Table No.6.104)
6. Questioning for queries is concerned both from, public sector hotels employees and private sector hotels employees are excellent in questioning for queries. (Table No.6.105)

7. In general public sector hotels employees and private sector hotels employees are good in knowledge visioning. (Table No.6.106)

8. Overall in public sector hotels employees and private sector hotels employees are good in task information search. (Table No.6.107)

**7.3 CONCLUSION**

The research was carried out to study the HRD competencies of employees in hotels in Goa. The main objective of the study was to compare the HRD competencies of employees in public sector hotels and private sector hotels in Goa and also to identify the relationship between HRD competencies and training provided in hotels. The study was started with literature review in the related area of research. It was observed that the HRD competencies related research was done in foreign countries, from Indian prospective HRD competencies related research was not reported. The growth and development of hotel industry in India and Goa was analyzed. The employees related a profile in hotels in Goa was studied in details. In order to compare the HRD competencies of employees in public sector hotels and private sector hotels and training effectiveness for improving competencies structured questionnaires was prepared and primary data was collected.

From the individual information of respondent employees it is found that the majority of the respondents are male and the language spoken by employees is English followed by regional language Konkani. The religion of employees from public sector is Hindu & Christian whereas from private sector employees are belonging from Hindu, Christian & other religion. In public sector hotels employees qualification as per the designation and salary is as per the class wise stated by Government of Goa but in private sector hotels employees qualification and experience is considered for the salary not as per the class wise. The employees have to perform the given duties and responsibilities within the time span. In public sector hotels majority of employees are permanent but in private sector hotels class-1 & class-2 employees are found permanent and class-3 & class-4 majority of employees are found temporary and contractual since in private sector hotels majority of employees are trainees. In private sector hotels employees are not able to manage work life balance since high task and responsibilities are allotted to achieve in given time...
span and salaries are also not as per the tasks and responsibilities. In private sector hotels competent employees retention becoming the challenge for hotel industries and brain-drain is taking place every year specifically hotel industries from Goa.

The relationship of training and HRD competencies was studied by the researcher. The 24 variables were considered for the investigating relationship of training and HRD competencies. From public sector hotels employees and private sector hotels employees agreed that there is a nominal relationship between training and HRD competencies. In public sector hotels there is no provision of relevant materials and handouts while training even employees are not willing to share their knowledge with others. In private sector hotels there is no balance in practical and theoretical knowledge while providing the training. Overall it is concluded that in public sector and private sector hotels training is provided for the new implementation of project, policies, practices, transfer and promotion. The training is also for new recruited employees and students from hospitality institutes who have came for internship. It is found that there is nominal relationship between training provided and HRD competencies. By training employees improve the existing competencies required for job performance.

The HRD competencies of employees in public sector hotels and private sector hotels is compared with the help of given HRD competencies by the Nielson group and ASTD (USA) Mclegan competencies. The main 6 competencies (business competencies, personal competencies, interpersonal competencies, behavioural competencies, intellectual competencies and technical competencies are considered. Under major 06 competencies 70 sub-competencies are experimented. According to the categories of employees the four categories of employees (class-1, class-2, class-3 & class-4) employees were taken for the study purpose.

The collective average of business competencies of employees in public sector hotels the mean score is 3.95 with percentile value 78.90% which indicates good ranking and in private sector hotels the mean score is 4.17 with percentile value 83.30% which indicates good ranking. The paired sample T test, it is seen that business competencies P value is 0.070 consequently it is concluded that at 5% level of significance the null hypothesis $H_{03}: \mu_1 = \mu_2$ : There is no significant difference between the business competencies of public sector hotel employees and that of private sector hotel employees in Goa is weekly accepted. In public sector hotels, forward thinking attitude and goal oriented competencies are nominal among employees.
The collective average of personal competencies of employees in public sector hotels the mean score is 4.13 with percentile value 82.55% which indicates good ranking and in private sector hotels the mean score is 4.28 with percentile value 86.70% which indicates excellent ranking. The paired sample T test, it is seen that personal competencies P value is 0.000 consequently it is concluded that at 5% level of significance the alternative hypothesis \( H_4 \mu_1 \neq \mu_2 \): There is significant difference between the personal competencies of public sector hotel employees and that of private sector hotel employees in Goa is accepted. There is variation in personal competencies of employees from public sector hotels and private sector hotels. In public sector hotels employees need to improve personal competencies like accountability, listening, decision making, creativity, emotional control, flexibility, following direction, handling rejection & stress, freedom from discrimination, meeting standard, people reading, practical thinking, problem management, self improvement, respect for rules and regulation and understand motivational needs.

The collective average of interpersonal competencies of employees in public sector hotels the mean score is 4.10 with percentile value 82.00% which indicates good ranking and in private sector hotels the mean score is 4.25 with percentile value 85.60% which indicates excellent ranking. The paired sample T test, it is seen that interpersonal competencies P value is 0.005 consequently it is concluded that at 5% level of significance the alternative hypothesis \( H_5 \mu_1 \neq \mu_2 \): There is significant difference between the interpersonal competencies of public sector hotel employees and that of private sector hotel employees in Goa is accepted. There is variation in interpersonal competencies of employees from public sector hotels and private sector hotels. In public sector hotels employees need to improve interpersonal competencies like coaching to others, feedback for others, group process, negotiation, open dialogues and team management.

The collective average of behavioural competencies of employees in public sector hotels the mean score is 4.20 with percentile value 84.00% which indicates good ranking and in private sector hotels the mean score is 4.42 with percentile value 88.60% which indicates excellent ranking. The paired sample T test, it is seen that behavioural competencies P value is 0.002 consequently it is concluded that at 5% level of significance the alternative hypothesis \( H_6 \mu_1 \neq \mu_2 \): There is significant difference between the behavioural competencies of public sector hotel employees and that of private sector hotel employees in Goa is accepted. There is variation in behavioural competencies of employees from public sector hotels and private sector hotels. In public sector hotels employees need to improve
behavioral competencies like analysis of data & situation, cope up with change, frequent interaction, organized activities and will to win.

The collective average of technical competencies of employees in public sector hotels the mean score is 4.18 with percentile value 83.60% which indicates good ranking and in private sector hotels the mean score is 4.29 with percentile value 85.80% which indicates excellent ranking. The paired sample T test, it is seen that technical competencies P value is 0.000 consequently it is concluded that at 5% level of significance the alternative hypothesis H₇ μ₁ ≠ μ₂ : There is significant difference between the technical competencies of public sector hotel employees and that of private sector hotel employees in Goa is accepted. There is variation in technical competencies of employees from public sector hotels and private sector hotels. In public sector hotels employees need to improve technical competencies like career development, competencies identification, continues learning, innovations & inventions, objective preparation & subject matter understanding.

The collective average of intellectual competencies of employees in public sector hotels the mean score is 4.15 with percentile value 83.00% which indicates good ranking and in private sector hotels the mean score is 4.21 with percentile value 84.30% which indicates good ranking. The paired sample T test, it is seen that intellectual competencies P value is 0.051 consequently it is concluded that at 5% level of significance the null hypothesis H₀₈ μ₁ = μ₂ : There is no significant difference between the intellectual competencies of public sector hotel employees and that of private sector hotel employees in Goa is weekly accepted. There is no variation in intellectual competencies of employees from public sector hotels and private sector hotels. Still in public sector hotels employees need to improve technical competencies like intellectual versatility & task information search.

Overall there is a variation in HRD competencies between public sector hotels employees and private sector hotels employees. In public sector hotels employees need to improve HRD competencies comparatively private sector hotels employees. The competency is the heart of the hotel industry, if the hotel industries design knowledge events to boast the competencies of employees to perform the specific job function, then they can build up individuals who are competent and do it in a more targeted style. A competency is a bundle of knowledge, skill, ability, capability, proficiency. Competencies are also to be mechanism of the job that is essential for employees to perform effectively, if they are to be deemed competent.
7.4 SUGGESTIONS

1. In the recruitment process of employees in GTDC (Goa Tourism Development Corporation) hotels authorities should make the provision of other state quota, since other state candidate found more competent and experience, the preference should be given other state candidate, instead of recruiting the candidate within the state.

Figure 7.4.1 Model for Recruitment & Selection of Competent Employees in Hotel Industries
2. In private sector hotels employees should be given salaries as per the class wise and designation. For the job security employees should be made permanent after completing certain years. For the purpose of employees retention as per designation proper allocation of task and responsibilities should be made and personal bias should be avoided. Competent employees should always be rewarded to boost the employees morale.

3. In public sector hotels during the trainings it is found that employees do not realize how training is important for the improvement of their competencies, based on their reactions in the training and their performances. Their approaches towards trainings are not as serious as expected, which affect the outcome of the trainings as well as their self development and improvements in competencies. Therefore, GTDC has to enhance the power of trainings; they have to plan to add more diversity in trainings to make the trainings more interesting and enjoyable, and even employees are required to co-operate for the success of training program and for improvement of competencies.

4. In public sector hotels there is need of providing handouts and material for employees while training. The GTDC has to tie up with hospitality institute for in touch with innovations and inventions in hotel industries taking place so that they will come up with revolutionary changes. The GTDC has to make the provision to invite the employees or trainers from star deluxe hotels to introduce their own knowledge, for instance how trainings influence their profession improvements to illustrate the significance of staff training to employees and what benefits they would get.

5. There is need to increase the communication between all the class employees in order to improve the trainings to get better outcomes. Employees are not willing express themselves
even though they do not feel satisfied with the trainings. HRD department employees should
attend the trainings as trainees to find out the problems. Guide employees to for improving
their competencies.

**Figure 7.4.2 Types of Trainings Required for Employees Competencies Improvement**

1. Communication Trainings
2. Appearance Trainings
3. Service Trainings
4. Customer care Training
5. Khana Khajana (chef) Trainings
6. Orientation, Refresher Training

**Figure 7.4.3 Competency Management Triangle**

- Competency
- Based
- Trainings

- Employee
- Providing Quality Service
- Customer

- Proficiency
- Skill
- Competencies
- Management
- Ability
- Capability

Growth in Customer, Success of Hotel

The main aim of trainings is to improve the competencies and provide the quality service to
customer but employees do not think trainings are for self development of competencies,
therefore, they should be guided to the right direction, which is to improve themselves and customer service but not for competition, increment or promotion etc. or any other reasons.

6. From the educational point of view the Government of Goa and Goa University should make the provision of providing B.Com in hotel management as a specialization. There are different hospitality institutes providing BBA, MBA certificate courses in hotel management with high fees. The low income groups are not affordable for these courses. Goa is one of the tourist destinations with high investment in hotel industries; if the B.Com in hotel management is provided, the local youth will become the competent and there will be more employment opportunities.

7. In hotels personal competencies play an important role, since these competencies are key factors for individual service excellence and for the success of hotels. The employees should have accountability and accurate listening to others while performing the duty and responsibility. Employees should be honest and sincere in terms of rules and regulations. The employees should also focus on self improvement and management with certain attributes required for job excellence and organizational success.

**Figure 7.4.4 Conceptual Model for Improving Personal Competencies in Hotel Industries**

<table>
<thead>
<tr>
<th>Key Attributes</th>
<th>Physical Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Service Passion</td>
<td>1. Fitness</td>
</tr>
<tr>
<td>2. Polite &amp; Effective Communication</td>
<td>2. Stamina</td>
</tr>
<tr>
<td>3. Attention to Details</td>
<td>3. Healthy</td>
</tr>
<tr>
<td>4. Commitment</td>
<td>4. Well Rested</td>
</tr>
<tr>
<td>5. Dedication &amp; Enthusiasm</td>
<td>5. High Standards of Grooming</td>
</tr>
<tr>
<td>6. Honesty &amp; Punctuality</td>
<td></td>
</tr>
<tr>
<td>7. Flexible Attitude</td>
<td></td>
</tr>
<tr>
<td>8. Team Player</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Physical Appearance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clothing &amp; Shoes</td>
<td></td>
</tr>
<tr>
<td>2. Hair &amp; Facial Hair</td>
<td></td>
</tr>
<tr>
<td>3. Hands Position</td>
<td></td>
</tr>
<tr>
<td>4. Jewellery &amp; Make-up</td>
<td></td>
</tr>
<tr>
<td>5. Posture</td>
<td></td>
</tr>
<tr>
<td>6. Facial Smile</td>
<td></td>
</tr>
</tbody>
</table>
Figure 7.4.5 Personal SWOT Analysis for Improving Competencies

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are my competencies?</td>
<td>What competencies i am lacking?</td>
</tr>
<tr>
<td>What i can do better?</td>
<td>What i cannot do better?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where i can work with my competencies?</td>
<td>How might my goals &amp; commitments stop me for achieving me my professional goals</td>
</tr>
<tr>
<td>How i can show competencies to community?</td>
<td></td>
</tr>
</tbody>
</table>

8. In hotels, there is need of effective & friendly communication among all the categories of employees for improving interpersonal competencies. The class-1 & class-2 employees should give the coaching, positive feedback and maintain open dialogues. The class-3 & class-4 employees should work as team with negotiation of work among employees. All categories employees should respect each other’s, for group process and relationship building. On special occasion all should come together for celebration.

Figure 7.4.6 Model for Improving Interpersonal Competencies in Hotel Industries
9. For improving behavioral competencies employees should focus on situation and data analysis. When the work allotted to the employees they should analyse the work and try to give maximum excellence with frequent interaction to colleagues. Employees should be flexible in the job performance; multi job knowledge should be gained so that the mental stress and job stress will not be experienced. The job performed should be customer and organizational success oriented with career advancement intension, which will support for will to win in dealing with high competitive.

**Figure 7.4.7 Process for Improving Behavioral Competencies in Hotel Industries**

- Employees Vision & Mission
- Employees Mental Satisfaction & High Morale
- Identify Gaps in Present & Needed Competencies
- Try to Minimize Gaps in Competencies
- Try to Improve Productivity & Efficiency with Positive Attitude
- Translate Vision & Mission into Behavioural Needs
- Improvement in Behavioural Competencies

10. Technical competencies are also important for effective work performance in hotel industries. Employees should continuous show learning attitude by focusing on career development. Hotels should also organize special training programmes for improving technical competencies. There is continuous invention & innovation in technology. Employees required orientation & refresher for new invented technical devices so that employees will be more friendly while operating at work place.

Overall for the career advancement in hotel industries employees should have some trait and these traits represent the word competencies. C-Capability, O-Outstanding, M-Model, P-Proficiency, E-Expertise, T-Talent, E-Extraordinary, K-Knowledge, C-Capacity, I-Intelligent, E-Efficient, S-Skill
Figure 7.4.8 Model for Improving Technical Competencies in Hotel Industries