

## **Chapter 4**

# **TRAINING, DEVELOPMENT AND PERFORMANCE APPRAISSAL OF EMPLOYEES IN HOTEL INDUSTRY IN KERALA**

The major issues pertaining to recruitment and selection of hotel employees in private sector and KTDC hotels have been examined in Chapter 3. The next area which calls for our attention in the HR issues of every organization is the training and development of its employees and also the appraisal of their performance. Hence the training and development of employees in hotel industry and the appraisal of their performance are the areas of discussion in this Chapter. The Chapter is divided into two sections A and B. Section A discusses the training and development of employees while section B discusses the performance appraisal practices.

### **Section A**

#### **TRAINING AND DEVELOPMENT**

With the advancement in technology and the spread of business on a global scale, it has become important for organizations to concentrate on training their employees to meet global challenges. Mere selection of employees does not ensure that an organization will be successful. It has to train and develop them to face the continuous challenges of a competitive business world. Training and development enable the employee to do the present job more efficiently and prepare himself for a higher level job (Fitzgerald W, 1992).

The terms training and development are often confused. The term training has been used to describe the acquisition of technical knowledge and skills. It gives the employees an awareness of the rules and procedures to guide their behaviour. Development is a related process. It covers not only the activities which improve job performance but also those which bring about growth of the personality, help the individual in the progress towards maturity and acquisition of their potential capacities so that they become not only good employees but better men and women (Mamoria, 1999).

There are so many distinctive visions regarding these two terms. Some authors view that training is a short term process utilizing a systematic and organized

procedure by which non managerial personnel gain technical knowledge and skills for a definite purpose. Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for a general purpose (Steinmetz Lawrence L, 1969).

Training is the transfer of work-related skills, knowledge, or information and is offered at the business establishment or at another location during work hours or at other times. It should stress learning, skill development, and behavioral changes and can be formal or informal in nature. Training is a means to an end, not the end product itself, and should be approached strategically in conjunction with other operational and business functions (Gamio, M and Sneed, J, 1992).

According to Dale Yoder (1970) the use of the terms training and development in today's employment setting is far more appropriate than training alone since human resource can exert their full potential only when the learning process goes far beyond simple routine.

#### **4.1 Training in Hotel Industry**

According to Haywood, K. M (1992), training must become a priority in the hospitality industry. Executives should be focusing on the types of training that reduce or eliminate concerns viz., employee turnover, customer dissatisfaction with products and services and operational errors made by employees. But in an era when technology is offering improved training, learning devices, and methods, literature suggests that hospitality organizations have not thoroughly investigated the improved methods that will deliver better results. Although cost is an initial issue, little has been presented to suggest that organizations have analyzed cost versus the short-term and long-term benefits of innovative training and appropriate learning methods, including computer-based training (Dick W, 1996).

Wood et.al (2000) in their study identifies areas in which hotel employees are receiving adequate (inadequate) training, and thus reports that service and customer relation skills are inadequate. The findings of this study indicate that the investment in service training may not be thorough or effective enough to meet the demands of customers. It is recommended that food service-training executives should critique the thoroughness and quality of service training programs, methods of implementation

and delivery techniques with the employee group in mind. Also, training executives should hire thoroughly trained, qualified personnel to perform the training functions

Thus, based on the studies referred to above and observations made from the review of literature (given in Chapter 1), it is observed that training and development in hotel industry has not been taken seriously by the authorities as a matter of urgent need and the existing methods are antique and need an urgent revamping.

#### **4.2 Training in Hotel Industry in Kerala –Data Analysis**

Every organization needs the services of trained persons for performing the activities in a systematic and effective way. Hotel industry is no exception to this reality. But in Kerala, it is seen that training and employee development has not yet been taken as a serious matter by the industry. Even the freshers who come to the industry on the strength of their curriculum have not been treated properly and it is often seen that such aspiring candidates leave the industry after their apprenticeship. Even the existing employees face serious hardships in the industry. In large sized hotels, especially four and five star, there are separate training departments for imparting the required skills to the employees but in three star hotels such facilities are rarely seen. There are also some noted controversies with regard to the selection of employees to training programmes. The quality of training, periodical updation of knowledge through training etc are serious concerns relating to the training of employees.

This section is devoted to analysing the training of employees in the private sector and KTDC hotels in Kerala. The assessment has been made based on a set of well-refined variables (given in Chapter 1).

#### **4.3 Training Provided before Placing in a Job**

Employees are usually provided with induction training before placement. Induction training for new recruits plays an important role in the overall shaping of an employee. It helps to improve employee morale and productivity, and trains them on skills which they would require in fulfilling their responsibilities in the organization. This type of training is given to help a new entrant adapt himself to the new environment and help him to acquaint himself with the policies, procedures and rules which are related to his work (Arulapalam, W and Booth, A.L, 1997). New

employees also need to understand the organization's mission, goals and philosophy, personnel practices, health and safety rules and of course the job they are required to do, with clear methods, timescales and expectations. In Kerala, KTDC and star-rated private hotels provide some sort of training to employees at the initial stages of employment. In the study, the employees and management of the KTDC and star rated hotels were asked to speak out their opinion as to whether there was any compulsion to undergo training before entering into the actual work situation. Their opinion is assessed as under.

#### **(a) Opinion of Employees**

Being asked whether there was any compulsion to undergo some sort of training before being placed at the actual work situation (Table 4.1) about one half (49.7%) of employees replied that there was no such compulsion to undergo any sort of training before placement. But the sector-wise analysis reveals that while 61.1 per cent in KTDC employees gave a similar opinion, 46.2 per cent in the private sector stated that they were given some sort of training before being placed. While analysing this aspect with respect star-hotels, it is observed that employees in the entire star group except four star observed that there was no compulsion to undergo any training. But the Chi-square test finds no significant difference of opinion among employees in the four and five star ( $p > .05$ ) segments; but in the three star a difference is found ( $p < .05$ ).

The views of employees in the matter of compulsion to undergo training before entering into the actual work are also examined with Mann-Whitney U test (Table 4.2). The test also exhibits a significant difference of opinion among employees of KTDC and private sector hotels in the matter of induction training ( $p < .05$ ).

#### **(b) Opinion of Management**

Unlike the opinion of the employees, more than three fourths (76.4%) of the management people argue that there is no compulsion to undergo training in the initial stages of employment (Table 4.3). Though the private sector management also holds the same view as that of the employees, the KTDC management argues that induction training is mandatory. Again, while analysing the opinion of the management of star

hotels, more than two third of the private sector management irrespective of the star category argue that there is no compulsion to undergo induction training.

**Table 4.1: Training Provided before Placing in a Job (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	86 (37.6)	11 (30.6)	20 (42.6)	117 (37.5)	11 (14.7)	12 (42.9)	3 (20.0)	26 (22.0)	143 (33.3)
Partly Agree	23 (10.0)	2 (5.6)	2 (4.3)	27 (8.7)	5 (6.7)	4 (14.3)	-	9 (7.6)	36 (8.4)
Neither Agree Nor Disagree	17 (7.4)	6 (16.7)	3 (6.4)	26 (8.3)	8 (10.7)	2 (7.1)	1 (6.7)	11 (9.3)	37 (8.6)
Disagree	34 (14.8)	3 (8.3)	6 (12.8)	43 (13.8)	15 (20.0)	4 (14.3)	-	19 (16.1)	62 (14.4)
Highly Disagree	69 (30.1)	14 (38.9)	16 (34.0)	99 (31.7)	36 (48.0)	6 (21.4)	11 (73.3)	53 (45.0)	152 (35.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=16.851 (df=4) and p value =.002\*; Four star: Chi-square=5.133(df=4) and p value =.274\*\*; Five star: Chi-square=8.145 (df=4) and p value =.086\*\*.

\*Significant at 5% level. \*\* Not significant at 5% level.

**Table 4.2: Training Provided before Placing in a Job (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	3.00	.001*
KTDC	118	4.00	

Source: Primary data.\* Significant at 5% level.

Thus, from the above analysis it can be inferred that up to one half of the employees and majority of the management people belonging to the private sector argue that there is no compulsion of induction training while the management of KTDC hotels are of the opinion that induction training is mandatory at the initial stage of employment.

#### 4.4 Training Curriculum

An employee who has been trained knows just what the company expects of him and will be able to perform his job duties better. Employees-training programme curriculum includes matters such as specific duties and responsibilities of the employees, rules of the organization, and an awareness of the overall culture of the

**Table 4.3: Training Provided before Placing in a Job (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	9 (20.0)	1 (6.7)	-	10 (14.5)	1 (100)	1 (100)	1 (100)	3 (100)	13 (18.0)
Partly Agree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Neither Agree Nor Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Disagree	12 (26.7)	-	-	12 (17.4)	-	-	-	-	12 (16.7)
Highly Disagree	20 (44.4)	14 (93.3)	9 (100)	43 (62.3)	-	-	-	-	43 (59.7)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

organization (Ashton, D and Festead, A, 1998). Employee training programs can offer the employee an explanation of their benefit package and any other activity or responsibility that may be expected of them. An extensive training programme will provide adequate information to the trainees to perform their job in a better way when they are placed in the actual work situation. The opinion of the employees and the management regarding the training curriculum of employees in KTDC and star rated private hotels in Kerala is assessed as under.

**(a) Opinion of Employees**

While analysing the employees’ opinion regarding the quality of training curriculum it is observed that that up to one half (47.9%) evaluates that the training curriculum provided in the organization is not capable of giving extensive knowledge of the job. But while analysing this aspect sector-wise, more than one half (58.5%) of KTDC hotel employees point out that the training curriculum is extensive and it covers almost all aspects of the employment whereas more than two thirds (64.7%) in private hotels hold that the curriculum is not capable of their extensive development and there is deficiency in the curriculum. Further, the employees in all the star categories of KTDC hotels are satisfied with the training curriculum but only employees in private five star hotels express a positive view regarding the curriculum (Table 4.4).The Chi-square test shows a significant difference in the opinion of

employees in the three and four star hotels ( $p < .05$ ) whereas in the case of four and five star segments no such difference is observed ( $p > .05$ ).

**Table 4.4: Training Curriculum (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	42 (18.3)	13 (36.1)	31 (66.0)	86 (27.6)	25 (33.3)	11 (39.3)	8 (53.3)	44 (37.3)	130 (30.2)
Partly Agree	32 (14.0)	1 (2.8)	4 (8.5)	37 (11.9)	14 (18.7)	9 (32.1)	2 (13.3)	25 (21.2)	62 (14.4)
Neither Agree Nor Disagree	14 (6.1)	4 (11.1)	1 (2.1)	19 (6.1)	7 (9.3)	5 (17.9)	1 (6.7)	13 (11.0)	32 (7.4)
Disagree	56 (24.5)	7 (19.4)	5 (10.6)	68 (32.1)	10 (13.3)	1 (3.6)	2 (13.3)	13 (11.0)	81 (18.8)
Highly Disagree	85 (37.1)	11 (30.6)	6 (12.8)	102 (32.6)	19 (25.3)	2 (7.1)	2 (13.3)	23 (19.5)	125 (29.1)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=12.944(df=4) and p value =.012\*\*; Four star: Chi-square=16.669(df=4) and p value =.002\*; Five star: Chi-square=1.364 (df=4) and p value =.850\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The opinion of the employees in the KTDC and private sector hotels regarding the quality of training curriculum tested with the Mann-Whitney U test (Table 4.5) also shows a significant difference ( $p < .05$ ).

**Table 4.5: Training Curriculum (Opinion of Employees)(Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.000
KTDC	118	2.00	

Source: Primary data.\* Significant at 5% level.

**(b) Opinion of Management**

Contrary to the opinion of employees, more than one half (58.3%) of the management hold the view that the training curriculum covers all the aspects of the job (Table 4.6). The management of KTDC and private hotels also hold the same view i.e. more than one half of the management people in both the sectors have observed that the training curriculum is well designed and it helps the employees to learn all the skills required for efficient job performance. The star wise analysis also does not find any variation in the opinion.

From the above analysis, it can be inferred that employees in the private sector hotels are not satisfied with the training curriculum while employees in the KTDC hotels and the management in both the sectors believe that the curriculum is well structured and it is enough to give training in all the aspects of the job.

**Table.4.6: Training Curriculum (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	10 (22.2)	10 (66.7)	5 (55.6)	25 (36.2)	-	1 (100)	1 (100)	2 (66.7)	27 (37.5)
Partly Agree	13 (28.9)	-	1 (11.1)	14 (20.3)	1 (100)	-	-	1 (33.3)	15 (20.8)
Neither Agree Nor Disagree	6 (13.3)	1 (6.7)	-	7 (10.1)	-	-	-	-	7 (9.7)
Disagree	12 (26.7)	4 (26.7)	-	16 (23.2)	-	-	-	-	16 (22.2)
Highly Disagree	4 (8.9)	-	3 (33.3)	7 (10.1)	-	-	-	-	7 (9.7)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### 4.5 Compulsion to Undergo Training

An effective training programme is critical for ensuring the excellent performance of employees. A good training program not only educates employees about the company’s policies and expectations from them but also helps in motivating them to work better and deliver more. Again, a regular training also helps in fostering healthy communication between workers and the management and also sends a message that the management cares for its employees very much. The response of the employees and the management to the question whether there is any compulsion to undergo regular training are assessed as under.

##### (a) Opinion of Employees

On analyzing the responses of the employees to the question whether there is any compulsion to undergo training every year, more than one half (56.2%) opined that there is no compulsion to undergo training every year (Table 4.7). But sector-wise analysis shows a different picture. More than one half (56.3%) of the employees in KTDC hotels maintain that there is some statutory compulsion to undergo repetition training periodically whereas up to three quarters (63.8%) of employees



view that in the private sector there is no periodical up-gradation through training. Star-wise analysis shows that there is similarity in the opinions of employees in five star hotels of KTDC and private sectors, i.e. more than one half of the employees in both the sectors opine that there is compulsion to undergo training every year. In the case of three star and four star hotels, there is a contradiction in the view points of KTDC hotels and private hotels. The Chi-square value shows that the difference in the opinion of employees in three star and four categories of KTDC and private sector is statistically significant ( $p < .05$ ) but no such significance can be found out in the opinion of employees in five star hotels.

**Table 4.7: Compulsion to Undergo Training in Every Year (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	25 (10.9)	14 (38.9)	26 (55.3)	65 (20.8)	22 (29.3)	12 (42.9)	5 (33.3)	39 (33.1)	104 (24.2)
Partly Agree	14 (6.1)	3 (8.3)	7 (14.9)	24 (7.7)	15 (20.0)	6 (21.4)	4 (26.7)	25 (21.2)	49 (11.4)
Neither Agree Nor Disagree	20 (8.7)	2 (5.6)	2 (4.3)	24 (7.7)	7 (9.3)	1 (3.6)	3 (20.0)	11 (9.3)	35 (8.2)
Disagree	57 (24.9)	4 (11.1)	3 (6.4)	64 (20.5)	13 (17.3)	7 (25.0)	1 (6.7)	21 (17.8)	85 (19.7)
Highly Disagree	113 (49.3)	13 (36.1)	9 (19.1)	135 (43.3)	18 (24.0)	2 (7.1)	2 (13.3)	22 (18.5)	157 (36.5)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=33.660 (df=4) and p value =.000\*; Four star: Chi-square=9.521(df=4) and p value =.049\*; Five star: Chi-square=5.701 (df=4) and p value =.223\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The Mann-Whitney U test (Table 4.8) exhibits that the difference in the opinion of employees in KTDC hotels and private hotels in the matter of periodical up-gradation and repetition in training programmes is statistically satisfactory as the ‘p’ value as per Mann-Whitney U test is less than .05.

**Table 4.8: Compulsion to Undergo Training in Every Year (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.000*
KTDC	118	2.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

In contradiction to the general opinion of the employees, up to one half (48.6%) of the management opine that there is repetition in the training programmes. Most of the management community in KTDC hotels view that there is periodical up-gradation and repetition in training but only 46.3 per cent of the private sector management employees support the argument that there is periodical updating and repetition through training programmes. More than three fourth of the management employees in four and five star hotels in both KTDC and the private sector also agree that there is provision for periodical repletion in training programmes but more than one half (57.8 percent) in the private three star hotels opine that such up-gradation of knowledge and skill through training has seldom taken place in the organization (Table 4.9).

The above analysis lead to the inference that while employees are not provided with opportunities for updating knowledge and skill through training programmes, the management persons enjoy such facilities for revamping their skill and knowledge. Again the employees in the private sector are provided with more frequent training than the employees in KTDC.

**Table 4.9: Compulsion to Undergo Training in Every Year  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	5 (11.1)	10 (66.7)	6 (66.7)	21 (30.4)	-	1 (100)	1 (100)	2 (66.7)	23 (31.9)
Partly Agree	7 (15.6)	3 (20.0)	1 (11.1)	11 (15.9)	1 (100)	-	-	1 (33.3)	12 (16.7)
Neither Agree Nor Disagree	7 (15.6)	1 (6.7)	-	8 (11.6)	-	-	-	-	8 (11.1)
Disagree	17 (37.8)	1 (6.7)	-	18 (26.1)	-	-	-	-	18 (25.0)
Highly Disagree	9 (20.0)	-	2 (22.2)	11 (15.9)	-	-	-	-	11 (15.2)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.6 Training Needs Analysis through Performance Appraisal System**

A "training needs assessment", or "training-needs analysis", is the systematic method of determining if a training need exists and if it does, what training is required to fill the gap between the standard and the actual performance of the employee (Capelli, P.1996). It can significantly help in identifying the training needs of the employees. Performance appraisal helps to reveal the difference between and discrepancies in the desired and the actual performance of the employees. The causes of the discrepancies are also found - whether they are due to the lack of adequate training or not. The employee can also mention his training requirements (if any) in his self appraisal. A performance appraisal after the training program can also help in judging the effectiveness of the program. Continually updating training programs based on performance appraisal feedback can boost the workforce's productivity and efficiency over time. An analysis of the past performance records of the trainee and comparing his actual performance with the target performance may provide clues to specific interpersonal skills that may need development. The opinion of employees and the management whether the performance report is used for the identification of training gap of employees is assessed as under.

##### **(a) Opinion of Employees**

On examining whether the performance appraisal data have been used for evaluating the training need analysis of employees, more than one half (52.4%) of the hotel employees viewed that the training need is not based upon performance evaluation. But the sector-wise analysis of the data shows some contradictions in the opinion of employees in the KTDC hotels and private hotels. More than one half (58.4%) in KTDC hotels viewed that training need analysis is based on performance evaluation whereas 60.3 per cent of the employees in private sector hotels viewed against it. Star-wise analysis shows that most of employees in all the star groups of KTDC hotels observe that performance appraisal data are used to determine the training need assessment process and in the private sector, employees working in four star and five star categories subscribe to the view. More than three quarters (68.1%) in three star hotels in the private sector opine that performance appraisal data have seldom used for finding the training gap of employees (Table 4.10). Chi-square analysis also proves that the difference in the opinion of employees in three star hotels

is statistically significant ( $p < .05$ ) but no such significance can be traced in the opinion employees in four and five star hotels.

**Table 4.10: Training Needs Analysis through Performance Appraisal System (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	28 (16.6)	14 (38.9)	31 (66.0)	73 (23.4)	24 (32.0)	16 (57.1)	6 (40.0)	46 (38.9)	119 (27.7)
Partly Agree	16 (7.0)	6 (16.7)	8 (17.0)	30 (9.6)	15 (20.0)	4 (14.3)	4 (26.7)	23 (19.5)	53 (12.3)
Neither Agree Nor Disagree	19 (8.3)	1 (2.8)	1 (2.1)	21 (6.7)	7 (9.3)	5 (17.9)	1 (6.7)	13 (11.0)	34 (7.9)
Disagree	54 (23.6)	7 (19.4)	2 (4.3)	63 (20.2)	8 (10.7)	1 (3.6)	3 (20.0)	12 (10.2)	75 (17.7)
Highly Disagree	102 (44.5)	8 (22.2)	5 (10.6)	125 (40.1)	21 (28.0)	2 (7.1)	1 (6.7)	24 (20.4)	149 (34.7)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=24.469 (df=4) and p value =.000\*; Four star: Chi-square=10.463(df=4) and p value =.033\*; Five star: Chi-square=6.237 (df=4) and p value =.182\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The difference in the opinion of employees in KTDC and the private sector is also examined through Mann-Whitney U test. The test result (Table 4.11) also shows that the difference in the opinion of employees is statistically significant as the ‘p’ value is less than .05

**Table 4.11: Training Needs Analysis through Performance Appraisal System (Opinion of Employees) (Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.000*
KTDC	118	2.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

In contradiction to the general viewpoint of the employees, a lion’s share of the management people (89.1%) view that the performance data are the main criteria for the identification of training needs of the employees. Sector-wise and star-wise analyse reveal the same thing i.e., more than three quarter in both the sectors and all

the star groups assured that one of the gauges for determining the training gap is the performance appraisal data (Table 4.12).

From the analysis it can be drawn that employees and management people difference in the opinions with regard to the use of performance data for training need analysis; while employees argue that these data are not taken for examining training need analysis, the management people hold that performance data play a critical role in determining the training needs of the employees.

**Table 4.12: Training Needs Analysis through Performance Appraisal System (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	13 (28.9)	11 (73.3)	7 (77.8)	31 (44.9)	1 (100)	1 (100)	1 (100)	3 (100)	34 (47.2)
Partly Agree	17 (37.8)	4 (26.7)	2 (22.2)	23 (33.3)	-	-	-	-	23 (31.9)
Neither Agree Nor Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Highly Disagree	8 (17.8)	-	-	8 (11.6)	-	-	-	-	8 (11.1)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.7 Role of Manager in the Identification of Training Needs**

An employee is known well to the manager; hence the manager has the responsibility of finding out the training needs of the employees. A manager can identify the training needs of the employees by using techniques such as job and task analysis, skill matrices, interviewing survey methods, appraisal, and critical incident technique. These techniques may identify the need to improve an individual's performance in his existing role and also the need for development so as to meet new challenges, or new departmental needs. The opinions of the employees and the management on the initiative taken by managers in identifying the training needs of the employees are assessed as under.

**(a) Opinion of Employees**

On examining the employees’ view point regarding the role played by the manager in identification of training needs of the employees, it is found that up to one half ( 47. 4%) view that the manager plays only a meager role in the identification of the training needs of the employee. The sector-wise analysis shows that there is some difference in the opinions gathered from KTDC hotels and private hotels. 53.9 per cent of the employees in private hotels do not find the manager playing any significant role in the identification of the training need whereas 56.7 per cent in KTDC hotels hold that the manager has a prominent role in the identification process. Star-wise analysis shows that employees working in all the star groups of KTDC believe that the manger plays key role in the training need analysis process whereas only 48.3 per cent employees working in four star and 80.9 per cent in five star categories in private hotels express a similar opinion. More than three quarters (66.6%) in private hotels of the three star category view that the manger has no significant role in the training need identification process (Table 4.13). Chi-square analysis also shows that the difference in the opinion of the employees of the three star category is significant ( $p<.05$ ) and in the case of four and five star hotels, no such significance can be traced ( $p>.05$ ).

**Table 4.13: Role of Manger in Identification of Training Need (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	41 (17.9)	16 (44.4)	31 (66.0)	88 (28.2)	25 (33.3)	13 (46.4)	5 (33.3)	43 (36.4)	131 (30.5)
Partly Agree	17 (7.4)	5 (13.9)	7 (14.9)	29 (9.3)	14 (18.7)	8 (28.6)	2 (13.3)	24 (20.3)	53 (12.3)
Neither Agree Nor Disagree	23 (10.0)	1 (2.8)	3 (6.4)	27 (8.6)	8 (10.7)	4 (14.3)	3 (20.0)	15 (12.7)	42 (9.8)
Disagree	60 (26.2)	6 (16.7)	1 (2.1)	67 (21.5)	10 (13.3)	1 (3.6)	4 (26.7)	15 (12.7)	82 (19.1)
Highly Disagree	88 (38.4)	8 (22.2)	5 (10.6)	101 (32.4)	18 (24.0)	2 (7.1)	1 (6.7)	21 (17.8)	122 (28.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=20.655 (df=4) and p value =.000\*; Four star: Chi-square=9.117(df=4) and p value =.058\*\*; Five star: Chi-square=12.958 (df=4) and p value =.011\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

An analysis of employees' opinion as to whether the manager conducts any significant evaluation regarding the training needs of employees through Mann-Whitney U test (Table 4.14) reveals that the difference in opinion between employees in the private sector and KTDC is significant as the 'p' value is less than .05

**Table 4.14: Role of Manger in Identification of Training Need (Opinion of Employees)(Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	4.00	.000*
KTDC	118	2.00	

Source: Primary data. \*Significant at 5% level.

### **(b) Opinion of Management**

In contradiction to the general view of the employees, more than three fourths (84%) of the management community holds the view that they play a crucial role in the Training Need Analysis process. Both KTDC and private sector management people hold the same opinion regarding the role played by them in the Training Need Analysis phase i.e., more than three fourths in both the sectors and all the star groups argue that they take a keen interest in the identification of the training needs of the employees (Table 4.15).

From the above analysis it can be viewed that the employees and the management people differ in their opinions regarding the role played by the management people in the identification of the training needs of the employees. Employees in KTDC and the private sector differ in the opinion as regards the role of the manager in TNA. While most of the employees in KTDC feel that the manager finds out training gap through TNA, majority of the employees in the private sector point out that such functions are not performed in some segments of the private sector.

### **4.8 Equality in Nominating to Training Programmes**

Today's work force is of highly diverse one. Equity and fairness in treating the employees has become the order of the day. Equality is not just about meeting a legal obligation; it is also about fairness and good sense, and a moral duty to challenge discrimination (Felstead, A, 1994). It should be adopted in every sphere of employee development programme. There should not be any discrimination on the basis of age,

disability, gender, religion and belief, race or political association. Discrimination in the nomination of employees for training may adversely affect the morale of the

**Table 4.15: Role of Manger in Identification of Training Need (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	11 (24.4)	11 (73.3)	7 (77.8)	29 (42.0)	1 (100)	1 (100)	1 (100)	1 (100)	32 (44.4)
Partly Agree	23 (51.1)	4 (26.7)	2 (22.2)	29 (42.0)	-	-	-	-	29 (40.3)
Neither Agree Nor Disagree	1 (2.2)	-	-	1 (1.6)	-	-	-	-	1 (1.4)
Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Highly Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

employees and will lead to discontent. As in any organization, a totally unbiased selection and nomination practices cannot be expected in the hospitality industry, too. Harish D.N. (2008) points out a few instances in the industry in selection to training programmes not based on eligibility but due to prejudice and personal preference. The views of the employees and the management on the equity and justice in the nomination to training are assessed as under.

**(a) Opinion of Employees**

On examining whether there is equality in nominating persons to training, more than two thirds (65.1 percent) of the employees agree that the nomination to training programmes is just and fair. The sector-wise and star wise analyse shows the same result. Most of the employees in all the star groups of both sectors concede that there is no discrimination in the nomination to training programmes (Table 4.16). The Chi-square analysis also shows that the difference in opinion of employees in the three star category is significant ( $p < .05$ ) but in the case of four and five star hotels such significance is not found.



**Table 4.16: Equality in Nominating to Training Programmes (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	77 (33.6)	14 (38.9)	44 (93.6)	135 (43.3)	46 (61.3)	20 (71.4)	11 (73.3)	77 (65.2)	212 (49.3)
Partly Agree	35 (15.3)	6 (16.7)	3 (6.4)	44 (14.1)	15 (20.0)	7 (25.0)	2 (13.3)	24 (20.3)	68 (15.8)
Neither Agree Nor Disagree	31 (13.5)	2 (5.6)	-	33 (10.6)	7 (9.3)	1 (3.6)	-	8 (6.8)	41 (9.5)
Disagree	39 (17.0)	7 (19.7)	-	46 (14.7)	3 (4.0)	-	1 (6.7)	4 (3.4)	50 (11.6)
Highly Disagree	47 (20.5)	7 (19.7)	-	54 (17.3)	4 (5.3)	-	1 (6.7)	5 (4.3)	59 (13.7)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=26.995 (df=4) and p value =.000\*; Four star: Chi-square= 14.699 (df=4) and p value =.005\*; Five star: Chi-square=7.475 (df=4) and p value =.058\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The Mann-Whitney U test (Table 4.17) result reveals that difference in the opinions expressed by the employees in KTDC hotels and private hotels in the matter of justice in nomination to training programmes is statistically significant ( $p < .05$ ).

**Table 4.17: Equality in Nominating to Training Programmes (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Like the opinion of the employees, majority of the management personnel (93%) view that there is justice and equity in nomination to training programmes. Sectoral and star wise analyse show the same result i.e. more than three fourth of the employees in all the star groups and in both the sectors point out that there is equality in nomination to training programmes (Table 4.18).

On analyzing the viewpoints of the employees and management people, it can be concluded that there is uniformity in opinion with regard to the nomination of employees for training programmes and that such nomination are made on eligibility

basis. Employees in the private sector are more convinced of the equality practiced while nominating people for training programmes.

**Table 4.18: Equality in Nomination to Training Programmes (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	21 (46.7)	11 (73.3)	9 (100)	41 (59.4)	1 (100)	1 (100)	1 (100)	3 (100)	44 (61.1)
Partly Agree	19 (42.2)	4 (26.7)	-	23 (33.3)	-	-	-	-	23 (31.9)
Neither Agree Nor Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.3)
Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Highly Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.3)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.9 Training Given in the Relevant Area**

Timely, controlled and intelligently designed training programmes help employees develop requisite capabilities and new skills to perform the assigned jobs consistently and successfully. Ultimately, these programmes should impact organizational competitiveness, long-term performance and overall productivity. In the hospitality industry most of the training programmes are conducted during off seasons. The opinion of the employees and the management regarding whether the employees are given training in the relevant area is assessed as under.

##### **(a) Opinion of Employees**

On examining whether the training given is on the relevant area, more than two thirds (69.2%) view that they are provided with training in the relevant areas. The sector level analysis shows the same pattern of opinion with a higher agreement sense in KTDC hotels i.e. more than three fourths (86.6%) in KTDC and up to two thirds (62.5%) in the private sector opine that training is given in the relevant area. Star-wise analysis shows that more than three fourths of the employees working in all the star categories of KTDC get the opportunity to participate in training in relevant areas

whereas such a high level of agreement in private sector can be found only among employees of five star hotels. More than one half in three star and four star hotels in the private sector also opine that they get training in the relevant area (Table 4.19). The Chi-square analysis shows that the difference in the opinion of the employees in three and four star categories of private and KTDC hotels is significant ( $p < .05$ )

**Table 4.19: Training Provided in the Relevant Area (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	95 (41.5)	15 (41.7)	43 (91.5)	153 (49.0)	49 (65.3)	18 (64.3)	9 (60.0)	76 (64.4)	229 (53.3)
Partly Agree	34 (14.8)	4 (11.1)	4 (8.5)	42 (13.5)	19 (25.3)	4 (14.3)	3 (20.0)	26 (22.0)	68 (15.9)
Neither Agree Nor Disagree	28 (12.2)	2 (5.6)	-	30 (9.6)	4 (5.3)	6 (21.4)	1 (6.7)	11 (9.3)	41 (9.5)
Disagree	27 (11.8)	8 (22.2)	-	35 (11.2)	1 (1.3)	-	2 (13.3)	3 (2.5)	38 (8.8)
Highly Disagree	45 (19.7)	7 (19.4)	-	52 (16.7)	2 (2.7)	-	-	2 (1.8)	54 (12.6)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=30.146 (df=4) and p value =.000\*; Four star: Chi-square=16.511(df=4) and p value =.002\*; Five star: Chi-square=12.074 (df=4) and p value =.000\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The Mann-Whitney U test (Table 4.20) result also depicts that the difference in opinion of KTDC and private sector employees is significant.

**Table 4.20: Training Provided in the Relevant Area (Opinion of Employees) (Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Similar to the general perception of the employees, more than 90 per cent of respondents in the management community view that they are provided with training in the relevant area (Table 4.21). Sector-wise and star wise analyse reveal the same thing i.e., more than three fourths in both the sectors and all the star groups believe that training to employees are made on relevant areas.

From the above analysis it can be inferred that both the employees and the management people agree that the training provided to the employees are on the relevant area. Again employees in the private sector are better endowed with the opportunity to participate in training programmes in accordance with their preference and areas of interest.

**Table 4.21: Training Provided in the Relevant Area  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	31 (68.9)	11 (73.3)	9 (100)	51 (73.9)	1 (100)	1 (100)	1 (100)	3 (100)	54 (75.0)
Partly Agree	9 (20.0)	4 (26.7)	-	11 (15.9)	-	-	-	-	11 (15.3)
Neither Agree Nor Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Highly Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.3)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.10 Quality and Expertise of Trainers**

Effective training results in increased employee job satisfaction, better retention and lower turnover; it also translates into greater savings and better guest experiences. The success of any training program depends on the quality of the trainers or instructors. A trainer should have qualities such as expertise in the area, good communication skill and good listening capacity; he should also be a counselor. Among the qualities, expertise in the subject is a pre-requisite of being a good trainer. The opinion of the employees and management regarding the quality of the trainers is assessed as under.

##### **(a) Opinion of Employees**

On analyzing the perception of employees on the quality and expertise of trainers, it is revealed that up to two thirds (64.8%) view that the training faculties have good expertise in the area of training and they possess the potential to impart quality training. Sector-wise analysis shows that more than three fourths (89.7%) are

satisfied with the quality of the trainers and more than one half (55.4%) in private hotels also favor the quality and expertise of the instructors. Star wise analysis shows that employees in all the star categories of KTDC hotels highly appreciate the expertise of the training faculty in the area of training. A similar opinion is held majority of employees in four star and five star hotels (Table 4.22). The Chi-square value shows that the difference in the opinion of the employees in three star and four star categories is significant but no such significance can be found in the opinion of employees in five star hotels.

**Table.4.22: Quality and Expertise of Trainers (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	82 (35.8)	13 (36.1)	39 (83.0)	134 (42.9)	42 (56.0)	20 (71.4)	11 (73.3)	73 (61.7)	207 (48.1)
Partly Agree	26 (11.4)	6 (16.7)	7 (14.9)	39 (12.5)	24 (32.0)	7 (25.0)	2 (13.3)	33 (28.0)	72 (16.7)
Neither Agree Nor Disagree	25 (10.9)	2 (5.6)	-	27 (8.7)	5 (6.7)	1 (3.6)	-	6 (5.1)	33 (7.7)
Disagree	37 (16.2)	7 (19.4)	-	44 (14.1)	2 (2.7)	-	1 (6.7)	3 (2.6)	47 (10.9)
Highly Disagree	59 (25.8)	8 (22.2)	1 (2.1)	68 (21.8)	2 (2.7)	-	1 (6.7)	3 (2.6)	71 (16.5)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=44.360 (df=4) and p value =.000\*; Four star: Chi-square=16.147(df=4) and p value =.003\*; Five star: Chi-square=4.010 (df=4) and p value =.260\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The Mann Whitney U test (Table 4.23.) result reveals that the KTDC employees are more satisfied with regard to the quality of the trainer as the median value is higher in the KTDC sector and the difference between the employees in KTDC and the private sector is satisfactory (‘p’ value computed is less than .05)

**Table 4.23: Quality and Expertise of Trainers (Opinion of Employees)(Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	3.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Like the opinion of the employees, more than three fourths (87.5%) of people in the management category also opine that they are satisfied with the quality and expertise of the trainers (Table 4.24). Sector analysis and star-wise analyse reveal the same result i.e. more than three fourths of the management personnel in all the star groups and in both the sectors point out that the trainers have expertise in imparting training.

From the above analysis it can be drawn that the employees and the management people are satisfied with the quality of training and they have a general feeling that the trainers have adequate expertise in the practical areas of service. Again, employees in the private sector are more satisfied as the private owners usually select trainers of the highest reputation.

**Table 4.24: Quality and Expertise of Trainers (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	28 (62.2)	11 (73.3)	9 (100)	48 (69.4)	1 (100)	1 (100)	1 (100)	3 (100)	51 (70.8)
Partly Agree	8 (17.8)	4 (26.7)	-	12 (17.4)	-	-	-	-	12 (16.7)
Neither Agree Nor Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Highly Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

**4.11 Supply of Relevant Training Materials**

Training is a set of a systematic processes designed to meet learning objectives related to the trainees' current or future jobs. The success of the training largely depends upon the technique of training delivery method. Training delivery methods consist of the techniques and materials used by trainers to structure learning experiences. The supply of right training materials is important as these materials become valuable resources for trainees after the training. The views of the employees and the

management people regarding the supply of updated training material during the training process are assessed as under.

**(a) Opinion of Employees**

On analyzing the views of the employees regarding the supply of updated training materials during the training process (Table 4.25), it is observed that more than a half (54.3%) of the employees hold that they are provided with sufficient training materials in the course of training. More than three fourths (77.1%) of the KTDC employees hold the same view whereas only 45.8 per cent of the private sector opine that they are given modern training materials during the training process. Star wise analysis depicts that a major portion of the employees in all the star categories of KTDC hotels are satisfied with the quality and sophistication of the training materials received and the same view is expressed by the employees in private five star hotels. More than one half (55.9%) in three star hotels and one half (50%) of employees in four star hotels in the private sector hold the view that they are not provided with sufficient training materials. The Chi-square analysis reveals that the difference in the opinion of all the star groups is significant as the ‘p’ values in all the cases is less than .05.

**Table 4.25: Supply of Relevant Training Materials  
(Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	60 (26.2)	11 (30.6)	41 (87.2)	112 (35.9)	42 (56.0)	16 (57.1)	7 (46.7)	65 (55.1)	177 (41.1)
Partly Agree	22 (9.6)	4 (11.1)	5 (10.6)	31 (9.9)	18 (24.0)	6 (21.4)	2 (13.3)	26 (22.0)	57 (13.2)
Neither Agree Nor Disagree	19 (8.3)	3 (8.3)	-	22 (7.1)	8 (10.7)	3 (10.7)	2 (13.3)	13 (11.1)	35 (8.1)
Disagree	58 (25.3)	11 (30.6)	-	69 (22.1)	4 (5.3)	1 (3.6)	3 (20.0)	8 (6.7)	77 (17.9)
Highly Disagree	70 (30.6)	7 (19.4)	1 (2.1)	78 (25.0)	3 (4.0)	2 (7.1)	1 (6.7)	6 (5.1)	84 (19.5)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=51.885 (df=4) and p value =.000\*; Four star: Chi-square=11.619(df=4) and p value =.020\*; Five star: Chi-square=18.883 (df=4) and p value =.001\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

The Mann-Whitney U test (Table 4.26) result reveal that the difference in the opinion of employees in KTDC and the private sector is significant as the ‘p’ value is less than .05

**Table 4.26: Supply of Relevant Training Materials (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Like the general perception of the employees more than two thirds (70.8 %) of employees belonging to the management category consider the trainers well versed in the subject concerned and received updated training materials (Table 4.27). Most of the management employees in both the private sector and KTDC have a common opinion regarding the provision of up-to-date training materials i.e., more than two thirds in both the sectors opine that updated and relevant training materials are provided during the training process. Star-wise analysis also reveals that management employees in the entire star group view that they are provided with high quality training material at the training stage.

**Table 4.27: Supply of Relevant Training Materials (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	16 (35.6)	11 (73.3)	7 (77.8)	34 (49.3)	1 (100)	1 (100)	1 (100)	3 (100)	37 (51.4)
Partly Agree	8 (17.8)	4 (26.7)	2 (22.2)	14 (20.3)	-	-	-	-	14 (19.4)
Neither Agree Nor Disagree	8 (17.8)	-	-	8 (11.6)	-	-	-	-	8 (11.1)
Disagree	4 (8.9)	-	-	4 (5.8)	-	-	-	-	4 (5.5)
Highly Disagree	9 (20.0)	-	-	9 (13.0)	-	-	-	-	9 (12.5)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.



From the above analysis it can be drawn that employees and management people are satisfied with the supply of training materials during the training. But employees in three and four star segments in the private sector assert that they are not supported with training materials during the training phase.

#### **4.12 Satisfaction on the Overall Quality of Training**

Training is an organized procedure by which people learn knowledge or skill for a definite purpose. Training requires a strong commitment from the management by supporting training programmes that contribute to the fulfillment of company goals and objectives. The training mission must be clear, and individual roles and responsibilities need to be defined. The management must effectively direct and adequately support training activities. All types of job require some kind of training for efficient performance and therefore, all employees, new or old, should be trained or retrained. A skill thus acquired by the employee through training is an asset to the organization and the employer.

Evaluating the quality of training involves assessing whether it achieves its objectives and whether it is effective or not. However, it is very difficult to measure or evaluate the quality of training because of its abstract nature and long term impact on the trainees and the organization. However, reactions from trainees about the training programme can help identify its strengths and weaknesses. These reactions can be used as a base for the improvement of future programmes. The reactions of the employees and the management regarding the quality of training are assessed as under.

##### **(a) Opinion of Employees**

On examining the views of the employees regarding the overall quality of the training they received, it is revealed that more than one half (55.8%) of the employees view that they are satisfied with the kind of training given them. But the levels of satisfaction expressed by employees of different sectors are not the same. More than two thirds (73.9%) of the employees in KTDC hotels hold that they are satisfied with the type of training whereas only less than a half (45.2%) of the employees in private hotels feel that the training imparted satisfy their training need. Star-wise analysis reveals that most of the KTDC employees in all the star categories are satisfied with

the quality of training whereas private hotel employees in five star hotels only hold such a view (Table 4.28). The Chi-square analysis shows that the difference in opinion of employees in all the star groups is significant as the ‘p’ value in all the cases is less than .05.

The Mann Whitney U test, which is used to examine the views of employees in both the sectors, (Table 4.29) also shows that the difference in the opinion of employees in KTDC hotels and private sector hotels is also significant as the ‘p’ value of the test is less than .05

**Table 4.28: Satisfaction on the Overall Quality of Training (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	56 (24.5)	14 (38.9)	42 (89.4)	112 (35.9)	44 (58.7)	19 (67.9)	6 (40.0)	69 (58.5)	181 (42.1)
Partly Agree	22 (9.6)	3 (8.3)	4 (8.5)	29 (9.3)	19 (25.3)	6 (21.4)	5 (33.3)	30 (25.4)	59 (13.7)
Neither Agree Nor Disagree	48 (21.0)	2 (5.6)	1 (2.1)	51 (16.3)	10 (13.3)	1 (3.6)	2 (13.3)	13 (11.0)	64 (14.9)
Disagree	38 (16.6)	5 (13.9)	-	43 (13.8)	1 (1.3)	1 (3.6)	2 (13.3)	4 (3.4)	47 (10.9)
Highly Disagree	65 (28.4)	12 (33.3)	-	77 (24.7)	1 (1.3)	1 (3.6)	-	2 (1.7)	79 (18.4)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=61.484 (df=4) and p value =.000\*; Four star: Chi-square=13.272(df=4) and p value =.010\*; Five star: Chi-square=17.623 (df=4) and p value =.001\*.

\* Significant at 5% level.

**Table 4.29: Satisfaction on the Overall Quality of Training (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b)Opinion of Management**

Management assessment regarding the quality of training is somewhat similar to the general opinion of the employees (Table 4.30). From the analysis it is clear that more than three fourths (78.2%) evaluate that the training imparted to them is of good

quality. Sector-wise and star-wise analyse of the data also reveal the same i.e., more than three fourths in both the sectors and all the star categories opine that good quality training has been imparted.

From the analysis, it can be inferred that both the employees and management people are satisfied with the training provided in the industry.

**Table 4.30: Satisfaction on the Overall Quality of Training  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	29 (64.4)	11 (73.3)	9 (100)	49 (71.0)	1 (100)	-	1 (100)	2 (66.6)	51 (70.1)
Partly Agree	8 (17.8)	4 (26.7)	-	12 (17.4)	-	1 (100)	-	1 (33.3)	13 (18.1)
Neither Agree Nor Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Disagree		-	-	-	-	-	-	-	-
Highly Disagree	5 (11.1)	-	--	5 (7.2)	-	-	-	-	5 (6.9)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.13 Opportunity to Experiment Trained Knowledge**

The quality of service can be maintained by the continuous development of both the employees and the other factors involved in the quality of services. One of the ways to develop the quality of employees is giving them continuous training in their respective fields and allowing them to experiment the trained knowledge. Thus while formulating the training curriculum and imparting training, the most crucial point to be kept in mind is the practical implementation of the trained knowledge. The views of the employees and the management regarding the practical experimentation of trained knowledge are assessed as under.

##### **(a) Opinion of Employees**

Responding to the question whether there are enough facilities in the organization to experiment the acquired knowledge, up to one half (49.5%) of the employees observed that the training they had undergone was much practical-oriented

and the employees had enough opportunity to experiment the knowledge in their day to day working. More than three fourths (84.7%) of KTDC employees and one half (50%) in the private sector viewed that the training imparted was much practical oriented. Star-wise analysis shows that more than 80 per cent employees in all the star categories of KTDC reacted that the organization had a good atmosphere and enough facilities to experiment the training-acquired knowledge. The same pattern of observation can also be seen in four star and five star categories of the private sector. But only 40.2 per cent of the employees in three star private sector viewed that there is such an atmosphere in the organization (Table 4.31). The Chi-square test result shows that the difference in the opinions of employees in all the star groups is significant as the ‘p’ value in all the cases is less than .05.

While examining the difference in the opinion of employees sector-wise through Mann Whitney U test (Table 4.32), it is revealed that the difference in the opinions of employees in KTDC and the private sector is significant ( $p < .05$ )

**Table 4.31: Opportunity to Experiment Trained Thing (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	68 (29.7)	16 (44.4)	42 (89.4)	126 (40.4)	51 (68.0)	23 (82.1)	7 (46.7)	81 (68.6)	207 (48.1)
Partly Agree	24 (10.5)	3 (8.3)	3 (6.4)	30 (9.6)	11 (14.7)	3 (10.7)	5 (33.3)	19 (16.1)	49 (11.4)
Neither Agree Nor Disagree	43 (18.8)	-	-	43 (13.8)	10 (13.3)	1 (3.6)	2 (13.3)	13 (11.0)	56 (13.0)
Disagree	44 (19.2)	8 (22.2)	2 (4.3)	54 (17.3)	1 (1.3)	1 (3.6)	-	2 (1.7)	56 (13.0)
Highly Disagree	50 (21.8)	9 (25.0)	-	59 (18.9)	2 (2.7)	-	1 (6.7)	3 (2.5)	62 (14.4)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=47.335 (df=4) and p value =.000\*; Four star: Chi-square=

15.950(df=4) and p value =.013\*; Five star: Chi-square=19.062 (df=4) and p value =.001\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 4.32: Opportunity to Experiment Trained Thing (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.50	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Similar to the opinion of the employees, more than three fourths (84.7%) of the employees in the management category reacted that there were facilities in the organization to implement the newly acquired things. Most of the employees in both the sectors, and the entire star group reacted in the same way i.e. more than three fourths opine that the organization provides sufficient facilities and opportunities to experiment the new knowledge (Table 4.33).

From the analysis it can be inferred that employees and management people are satisfied with the facilities provided by the organization for experimenting the knowledge acquired through training.

**Table 4.33: Opportunity to Experiment Trained Thing (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	24 (53.3)	11 (73.3)	8 (88.9)	43 (62.3)	1 (100)	-	1 (100)	2 (66.6)	45 (62.5)
Partly Agree	11 (24.4)	3 (20.0)	1 (11.1)	15 (21.7)	-	1 (100)	-	1 (33.3)	16 (22.2)
Neither Agree Nor Disagree	6 (13.3)	1 (6.7)	-	7 (10.1)	-	-	-	-	7 (9.7)
Disagree	-	-	--	-	-	-	-	-	-
Highly Disagree	4 (8.9)	-	-	4 (5.7)	-	-	-	-	4 (5.6)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses shows percentages of respective total

**4.14 Attitude of Management towards Training**

The attitude of the management towards imparting training to employees plays a vital role in the process of training and development. The KTDC has initiated a number of steps to promote training programmes to the employees. The important among them are:

1. Organized a wing for promoting training.
2. Earmarked adequate funds for conducting training programmes every year.
3. Operate a system of performance evaluation for identifying the personnel requiring training.

But in majority of the private hotels there is no training department or a training manager. Most of the organizations feel that training the employees is a waste as they leave the organization after getting an effective training. Further, in most cases, employees use these training avenues as a way of getting a training certificate and after getting the certificates they leave the organization in search of better positions. .Even though KTDC and top star rated hotels have a well furnished training facilities with modern equipments. The opinion of employees and the management regarding the attitude of the management in the training of the employees is assessed as under.

### **(a) Opinion of Employees**

On analyzing the opinion of employees about the attitude of the management towards training, it is understood that more than one half (60.9%) state that they get good support and inspiration from the management for training. On making a comparison of the responses of KTDC and private employees, more than three fourths (87.1%) of the KTDC employees point out that they get enough support and encouragement from the management in the matter of training whereas only 50.9 per cent of employees in the private sector shared this view. Analysis of the employees' response on the basis of star status reveals that employees in all the star categories of KTDC view that the managerial support in the matter of training is highly satisfactory but in the private sector only employees in four and five star categories view that they have obtained enough support from the management. Only 40.6 per cent of employees in private three star hotels viewed that the management support in the matter of training is satisfactory (Table 4.34). The Chi-square analysis shows that the difference in the opinion of employees in three star and four star hotels in the matter of the attitude of management towards training is significant at 5 per cent level of significance but no such significance can be traced in the opinion of five star employees ( $p > .05$ ).

On examining the perceptual difference of employees in both the sectors in the matter of support of the management in training through Mann-Whitney U test (Table.4.35), it is revealed that the difference in the opinion of employees in both the sectors is also significant as the 'p' value is less than .05

**Table 4.34: Attitude of Management in Training  
(Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	63 (27.5)	11 (30.6)	45 (95.7)	119 (38.1)	46 (61.3)	23 (82.1)	11 (73.3)	80 (67.8)	199 (46.3)
Partly Agree	30 (13.1)	9 (25.0)	1 (2.1)	40 (12.8)	19 (25.3)	1 (3.6)	3 (20.0)	23 (19.5)	63 (14.6)
Neither Agree Nor Disagree	40 (17.5)	3 (8.3)	-	43 (13.8)	6 (8.0)	1 (3.6)	-	7 (5.9)	50 (11.6)
Disagree	49 (21.4)	9 (25.0)	1 (2.1)	59 (18.9)	3 (4.0)	2 (7.1)	1 (6.7)	6 (5.1)	65 (15.1)
Highly Disagree	47 (20.5)	4 (11.1)	-	51 (16.4)	1 (1.3)	1 (3.6)	-	2 (1.7)	53 (12.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=49.791 (df=4) and p value =.000\*; Four star: Chi-square= 17.158 (df=4) and p value =.012\*; Five star: Chi-square=6.998 (df=4) and p value =.030\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 4.35: Attitude of Management in Training  
(Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	1.00	000*
KTDC	118	2.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Like the opinion of the employees in the matter of support of the top management in training, more than three fourths (90.3%) of employees in the management category viewed that the attitude of the top management in training is appreciable. Most of the employees in the both sectors and all the star categories uniformly agree that they get enough support and encouragement from top management in training. More than three fourths in both the sectors and all the star groups opine that the support extended by the top management in the matter of training is appreciable (Table 4.36). From the analysis it can be drawn that the top management extend remarkable support to the employees for acquiring training in the relevant areas.

**Table 4.36: Attitude of Management in Training  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	31 (68.9)	11 (73.3)	9 (100)	51 (73.9)	1 (100)	-	1 (100)	2 (66.6)	53 (73.6)
Partly Agree	7 (15.6)	4 (26.7)	-	11 (15.9)	-	1 (100)	-	1 (33.3)	12 (16.7)
Neither Agree Nor Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Highly Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.4)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

### TESTING THE THIRD HYPOTHESIS

On analyzing the opinion of 430 employees in both the KTDC and the private hotels in Kerala it reveals that 61 per cent of the employees have feel that there is support and inspiration from the management towards employees’ training in the industry. Even though the chi-square test conducted for finding out the association of opinion in the three different star categories and the Mann-Whitney U test conducted to find out difference of opinion in KTDC and private hotels found variation at 5 per cent level of significance, the one sided z test conducted to test the hypothesis found that there is support and inspiration from the management towards employees’ training in the hotel industry in Kerala ( $p < .05$ ). Hence, the null hypothesis stating that not more than one half of the employees is satisfied with the support and inspiration from the management towards training in the hotel industry in Kerala stands rejected.

#### Test Statistic

$$Z_c = \frac{p - P}{SE(P)}$$

$$SE(P) = \sqrt{\frac{PQ}{n}} \quad P = .5, Q = .5, n = 430$$

$$SE(P) = \sqrt{\frac{.5 \times .5}{430}} = \sqrt{\frac{.25}{430}} = .0241$$

‘p’ value obtained from the analysis of the sample response is .61

$$Z_c = \frac{.61 - .5}{.0241} = \frac{.11}{.0241} = 4.56$$

$p = .000$ ; Significant at 5% level.



## **Section B**

### **PERFORMANCE APPRAISAL IN HOTEL INDUSTRY IN KERALA**

The goal of an organization can be achieved only when people put in their best effort. Once the employees are selected and given training and they put in their efforts for a specific period, it is the responsibility of the organization to evaluate their performance to make sure that they do not underperform. It is clear that a well-designed and well developed performance appraisal system adds to the general well-being of the organisation.

#### **4.15 Need for Performance Appraisal**

Every organization should consider a few basic ingredients before designing a performance appraisal system. Developing an appraisal system that accurately reflects employee performance is a difficult task. Performance appraisal systems are not generic or easily passed from one company to another; their design and administration must be tailor-made to match the employees and the organizational characteristics and qualities of an individual/ firm. Performance appraisals are most commonly undertaken to let an employee know how his/her performance compares with the supervisor's expectations and to identify areas that require training or development. Employees have a legitimate need to know how their performance is viewed. At a basic level, without adequate communication between the employee and the supervisor, undesirable work habits may be formed or good work habits may be modified. Lack of such communication may be viewed by the employee as approval of their current work habits and performance.

The supervisor also has a legitimate reason to conduct performance appraisals. Unsatisfactory performance needs to be brought to light in order to arrange for improvement. Indeed, if the performance is satisfactory the supervisor wants to promote continued satisfactory performance. In either case, it is advantageous to have a systematic framework to ensure that performance appraisal is fair and consistent.

#### **4.16 Performance Appraisal in the Hotel Industry**

Hospitality and tourism organizations are confronting numerous challenges today. Hospitality market has become highly complex and in order to stay in the

business the organization require a talented, service minded and dedicated work force. Hospitality organizations have now begun to recognize that in order to deliver high quality service they must recruit, develop and consistently evaluate the employees. Thus, performance appraisal has become the need of today's competitive complex market environment.

In the hospitality industry the immediate managers are entrusted with the task of appraising the performance of employees for assessing the employees' work-behaviour and skills. This appraisal result is used for a number of human resource management decisions like wage increase, promotion, retraining/development etc. Performance appraisal helps in assessing the quality of job performance, provides feedback to the employees regarding their job performance and helps improve performance through coaching and recognition, and to serve as the basis for compensation distribution in the organization.

This section of the chapter is devoted to assess the performance appraisal practices of employees in the private and KTDC hotels in Kerala. The assessment is based on a set of well refined variables (given in Chapter 1)

#### **4.17 Frequency of Performance Appraisal**

Employee performance should be reviewed on a frequent and ongoing basis. The actual time gap may vary in different organizations and with different aims, but an ideal frequency would be bi-monthly or quarterly. By conducting reviews frequently, the following two situations can be avoided: (i) Selective memory by the supervisor or the employee; and (ii) surprises at an annual review.

People generally tend to remember what happened within the last month or high profile situations (good or bad). Frequent reviews help eliminate the effects of this, generally unconscious, selective memory. Eliminating surprises in the appraisal process is also important. Both the supervisor and the employee need to know that there is a performance problem prior to any major annual review. The longer a problem is allowed to continue, the more difficult it is to take corrective action. Frequent performance appraisals should eliminate the surprise element and help to modify the performance prior to any annual review. In addition frequent reviews give supervisors more opportunity to assure that progress is being made in the

developmental objective. The opinion of employees and management on the frequency of appraisal of performance is assessed as under.

**(a) Opinion of Employees**

On examining the employees’ opinion regarding the frequency of performance appraisal made in the organization more than two thirds (72.3%) are not satisfied with the frequency of the reviews. This argument is common among the employees of KTDC and private hotels. More than two thirds (70%) of private sector and more than three fourths (89%) of KTDC employees also share this view. Star-wise analysis reveals that more than one half in private three star hotels and more than three fourths in all other star groups of both KTDC and the private sector opine that regular performance review has not been there in their organizations (Table 4.37). Chi-square analysis of the response reveals that the difference in opinion of the employees in three star hotels is significant ( $p < .05$ ) and no such significance can be traced in four and five star employees’ opinion.

**Table 4.37: Frequency of Performance Appraisal (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	29 (12.7)	1 (2.8)	-	30 (9.6)	3 (4.0)		1 (6.7)	4 (3.4)	34 (7.9)
Partly Agree	43 (18.8)	5 (13.9)	-	48 (15.4)	2 (2.7)	1 (3.6)	1 (6.7)	4 (3.4)	52 (12.1)
Neither Agree Nor Disagree	28 (12.2)	-	-	28 (8.9)	5 (6.7)	-	-	5 (4.2)	33 (7.7)
Disagree	47 (20.5)	12 (33.3)	5 (10.6)	64 (20.5)	14 (18.7)	5 (17.9)	2 (13.3)	21 (17.8)	85 (19.7)
Highly Disagree	82 (35.8)	18 (50.0)	42 (89.4)	142 (45.5)	51 (68.0)	22 (78.6)	11 (73.3)	84 (71.2)	226 (52.6)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=29.024 (df=4) and p value =.000\*; Four star: Chi-square=6.043(df=4) and p value =.010\*; Five star: Chi-square=6.682(df=4) and p value =.083\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

While examining the views of employees sector-wise on the matter of regularity in performance appraisal through the Mann Whitney U test (Table 4.38), it is revealed that the difference in opinion is significant ( $p < .05$ ).

**Table 4.38: Frequency of Performance Appraisal (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organisation	Number	Median	Significance(2 tailed )
Private	312	4.00	.000*
KTDC	118	5.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

In contradiction to the opinion of employee’s, more than three fourths (84.8%) of the employees in the management cadre opine that performance appraisal is done on regular and frequent basis. Most of the management persons in both the sectors and in all the star categories hold a similar opinion i.e., more than three fourths of the management people in both sectors and in all the star groups insist that performance appraisal of the employees are done on a regular basis (Table 4.39).

From the analysis it can be drawn that while employees hold that there is a lack of regularity in the performance appraisal system, the management argue that they conduct performance evaluation of the employees at regular intervals. The matter of difference may be due to the lack of communication of proper performance data to employees.

**Table 4.39: Frequency of Performance Appraisal (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	25 (55.6)	12 (80.0)	9 (100)	46 (66.7)	1 (100)	1 (100)	1 (100)	3 (100)	49 (68.1)
Partly Agree	9 (20.0)	3 (20.0)	-	12 (17.4)	-	-	-	-	12 (16.7)
Neither Agree Nor Disagree	6 (13.3)	-	-	6 (8.7)	-	-	-	-	6 (8.3)
Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Highly Disagree	2 (4.4)	-	-	2 (2.9)	-	-	-	-	2 (2.8)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

## TESTING THE FOURTH HYPOTHESIS

On going through the pooled opinion of 430 employees in both the KTDC and the private hotels in Kerala it is clear that 62.3 per cent of the employees have opined that there is absence of regular job appraisal in the industry. The chi-square test conducted for finding out the association of opinion in the three different star categories find that there is significant difference in opinion of employees in the three star and four star segment. Further the Mann-Whitney U test conducted to find out difference of opinion in KTDC and private hotels found significant variation at 5 per cent level of significance, the one sided z test conducted to test the hypothesis there is no periodicity in appraising the performance of the employees in the hotel industry in Kerala found that there is regularity in appraising the performance of employees ( $p < .05$ ). Hence, the null hypothesis stating that not more than one half of the employees is satisfied with the periodicity in appraising the performance in the hotel industry in Kerala stands rejected.

### Test Statistic

$$Z_c = \frac{p - P}{SE(P)}$$

$$SE(P) = \sqrt{\frac{PQ}{n}} \quad P = .5, Q = .5, n = 430$$

$$SE(P) = \sqrt{\frac{.5 \times .5}{430}} = \sqrt{\frac{.25}{430}} = .0241$$

'p' value obtained from the analysis of the sample response is .62

$$Z_c = \frac{.60 - .5}{.0241} = \frac{.10}{.0241} = 4.14$$

$p = .000$ ; Significant at 5% level.

### 4.18 Performance Evaluation on Objective Terms

Performance evaluation can be done in two distinct ways - objective and subjective. The subjective performance evaluation rely more on intangible qualities that can't be measured or quantifiable. Objective performance evaluation only looks at measurable qualities. In the hotel industry, the quantity criteria such as number of rooms attended, number of favorable opinions given by the occupants etc are the measurable criteria on which performance can be easily assessed. But in subjective evaluation there is a chance for personal bias and prejudice. Supervisors doing performance appraisals may have biases related to their employees' personal characteristics such as caste, religion, gender, political association, or age group. The

employees' and the management's responses regarding the objectivity in performance appraisal is assessed as under.

**(a) Opinion of Employees**

More than two thirds (72.3%) of the employees fully or partially approve that the performance evaluation in the organization is carried out on objective terms and only 6.9 per cent of the employees opine that the performance reviews are subjective and based purely on the supervisors' arbitrary discretion. More than three fourths (88.1%) of KTDC employees and upto two third (63.9%) of private sector employees also fully or partially viewed that performance ranking is mainly on quantitative terms. More than 90 per cent of the employees in KTDC four star hotels and private five star hotels also hold a similar view. More than 60 per cent of the employees in other star categories of both KTDC and private sector hotels also agree that there is objectivity in performance reviews (Table 4.40). The Chi-square test result shows that the difference in the opinion of employees in three star hotels is significant at 5 per cent level of significance and no such significance can be traced in the difference of opinion expressed by four and five star hotel employees.

**Table 4.40: Performance Evaluation on Objective Terms (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	99 (43.2)	16 (44.4)	38 (80.9)	153 (49.0)	51 (68.0)	21 (75.0)	10 (66.7)	82 (69.5)	235 (54.7)
Partly Agree	39 (17.0)	9 (25.0)	8 (17.0)	56 (17.9)	14 (18.7)	6 (21.4)	2 (13.3)	22 (18.6)	78 (18.1)
Neither Agree Nor Disagree	19 (8.3)	5 (13.9)	1 (2.1)	25 (8.0)	3 (4.0)	-	-	3 (2.5)	28 (6.5)
Disagree	45 (19.7)	6 (16.7)	-	51 (16.3)	5 (6.7)	1 (3.6)	2 (13.3)	8 (6.8)	59 (13.7)
Highly Disagree	27 (11.8)	-	-	27 (8.7)	2 (2.7)	-	1 (6.7)	3 (2.5)	30 (6.9)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=19.273 (df=4) and p value =.001\*; Four star: Chi-square=8.988(df=4) and p value =.029\*<sup>\*</sup>; Five star: Chi-square=6.682 (df=4) and p value =.039\*<sup>\*</sup>

\*Significant at 5% level. \*\* Not significant at 5% level.

The evaluation of employees' opinion by the Mann Whitney U test (Table 4.41) also shows that the difference in the opinion of employees in private and KTDC hotels is significant as the 'p' value per the test is less than .05

**Table 4.41: Performance Evaluation on Objective Terms (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance(2 tailed)
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**(b) Opinion of Management**

Similar to the opinion of the employees more than three fourths (88.9%) of the employees at the management level observe that performance appraisal has been made primarily on objective terms. Only 1.4 per cent of the employees at the management level point out that there is subjectivity in the appraisal process (Table 4.42). Employees in the management category of both KTDC and private sector hotels insist that the performance appraisal is mainly on objective terms. More than three fourths in both the sectors and in all the star groups contend that there is objectivity in the evaluation of the performance of employees.

**Table 4.42: Performance Evaluation on Objective Terms (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	30 (66.7)	15 (100)	9 (100)	54 (78.3)	1 (100)	1 (100)	1 (100)	3 (100)	57 (79.2)
Partly Agree	7 (15.6)	-	-	7 (10.1)	-	-	-	-	7 (9.7)
Neither Agree Nor Disagree	4 (8.9)	-	-	4 (5.7)	-	-	-	-	4 (5.6)
Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Highly Disagree	1 (2.2)	-	-	1 (1.4)	-	-	-	-	1 (1.4)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

It is observed from the above analysis that both the employees and the management people agree that objectivity is maintained while evaluating the performance of the employees

#### **4.19 Performance Feedback and Counseling**

Performance management, in the context of people management, is about helping people work more effectively and by improving individual and team performances, increasing the overall effectiveness and productivity of the organization. It is the responsibility of the manager to continually monitor the level of staff performance and provide them with appropriate guidance and support. The purpose of both counseling and feedback is to provide the staff with the information, advice and assistance they need to contribute fully to the achievement of organization's objectives. Feedback is generally informal and involves the appraiser and appraisee exchanging information in a broad range of situations as to how the employees can best work together to achieve the goals of the organization. Feedback requires the manager to intimate the employees in clear terms what are expected of them in terms of work performance and conduct. He also has to inform the employee regularly the extent to which they are meeting those expectations. Counseling is a formal process, initiated when a person has not responded to advice and assistance provided on a less formal basis. A counseling team usually includes a manager or supervisor and a staff member, but in some situations, we may find that a person requests the presence of a support person or independent observer. Both performance feedback and counseling should be constructive and aimed at improving the performance level of the employees. In order to make these techniques to be fruitful it is essential that a good communication and a constructive superior - subordinate relation should maintain in the organization. It is to be noted that these techniques, even though employee centered, is fruitful the employer also. The opinions of employees and the management regarding the performance based feedback and counseling are assessed as under.

##### **(a) Opinion of Employees**

On examining the employee's opinion to the question on whether the organization provides performance feedback and counseling for improving their performance, up to one thirds (62.2%) agree fully or partly that feedback on



performance and counseling to those who are unresponsive to feedback pointers are facilitated in the organisation. Only less than 30 per cent express a negative opinion in this yard. More than one half (56.1%) of the private sector and more than three fourths (78.8%) of the KTDC employees also agree that there are the practices of performance feedback and counseling. More than three fourths in all the star groups of KTDC also observe that there are such practices. 95.7 per cent in the five star category and 58.3 per cent in the four star category in private sector also hold the same opinion. However, only less than half the employees (47.6%) of three star hotels in the private sector agree that there exist such programmes (Table 4.43). The Chi-square test shows that the difference in the opinion of employees in the three star category is significant ( $p < .05$ ) but no such significance is detected in the opinion of employees in four and five star hotels ( $p > .05$ ).

A sector-wise analysis of employees' opinion through Mann-Whitney U test (Table 4.44) shows that difference in the opinion of employees in the private sector and KTDC is also significant at 5 per cent level.

#### **(b) Opinion of Management**

Similar to the opinion of the employees, more than three fourths (76.4%) in the management category agree fully or partially that performance feedback and counseling are a usual practices in their organization. Majority of the management employees in both the categories view that counseling and feedback are done in their organizations also. Management employees in all the star groups of both KTDC and private hotels also respond similarly, i.e. more than one half of the management employees in the private sector and all the employees belonging to management category in the remaining star groups opine that counseling and performance feedback reports are given to the employees in time (Table 4.45).

Thus, it can be drawn from the above analysis that both the employees and the management people agree that performance based feedback and counseling are regular practices in the hotel industry in Kerala.

**Table 4.43: Performance Feedback and Counseling  
(Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	78 (34.1)	16 (44.4)	33 (70.2)	127 (40.7)	42 (56.0)	17 (60.7)	9 (60.0)	68 (57.6)	195 (45.3)
Partly Agree	31 (13.5)	5 (13.9)	12 (25.5)	48 (15.4)	15 (20.0)	6 (21.4)	4 (26.7)	25 (21.2)	73 (16.9)
Neither Agree Nor Disagree	19 (8.3)	1 (2.8)	2 (4.3)	22 (7.1)	9 (12.0)	3 (10.7)	-	12 (10.2)	34 (7.9)
Disagree	62 (27.1)	8 (22.2)	-	70 (22.4)	6 (8.0)	2 (7.1)	1 (6.7)	9 (7.6)	79 (18.3)
Highly Disagree	39 (17.0)	6 (16.7)	-	45 (14.4)	3 (4.0)	-	1 (6.7)	4 (3.4)	49 (11.3)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=25.422 (df=4) and p value =.000\*; Four star: Chi-square=9.876(df=4) and p value =.043\*; Five star: Chi-square=3.451 (df=4) and p value =.327\*\*.

\* Significant at 5% level. \*\* Not significant at 5% level.

**Table 4.44: Performance Feedback and Counseling  
(Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed )
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

**Table 4.45: Performance Feedback and Counseling  
(Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	17 (37.8)	15 (100)	9 (100)	41 (59.4)	1 (100)	1 (100)	1 (100)	3 (100)	44 (61.1)
Partly Agree	11 (24.4)	-	-	11 (15.9)	-	-	-	-	11 (15.3)
Neither Agree Nor Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Disagree	8 (17.8)	-	-	8 (11.6)	-	-	-	-	8 (11.1)
Highly Disagree	4 (8.9)	-	-	4 (5.8)	-	-	-	-	4 (5.6)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.20 Performance Data for Career Advancement**

A performance appraisal is not merely an assessment of an employee's accomplishment/weakness. It serves a larger purpose of providing proper guidance towards his/her career advancement. It is the process of obtaining, analyzing, and recording information about the relative worth of an employee to the organization. Performance appraisal is an analysis of an employee's recent successes and failures, personal strengths and weaknesses, and suitability for promotion or further training. It is also the judgment on an employee's eligibility for enhancement of compensation (merit pay), job rotation and promotion to a higher level of responsibility. The company tracks his performance of his job and decides whether he can perform the job in an ideal manner. Performance review data can also be used to decide the type of job that is suitable to the employee. Generally employees expect a fair performance review and performance based career advancement. The opinions of the employees and management as to whether/how much the performance data is used for making such decisions are assessed as under.

##### **(a) Opinion of Employees**

Being asked whether the performance data is used for career advancement, more than one half (59.1%) of the employees fully or partly agree that the performance data has been used for career advancement decisions like enhancement of salary, promotions and job rotations. More than three fourths (75.4%) of KTDC employees and one half (52.8%) of the private sector employees have also expressed their agreement in this matter. Most of the employees working in five star and four star hotels of both KTDC and the private sector also viewed that the performance data is the yardstick for taking decisions like increase in salary, promotion, job rotation etc. However, only 42 per cent of the employees working in three star private hotels agree that career advancement granted purely on the basis of the performance data. More than three fourths of the employees in all the star groups, except in four star category in the private sector, also agree that career advancement decisions are taken mainly by considering the performance data (Table 4.46). The Chi-square test result shows that the difference in the opinions of employees in three star and five star hotels is significant at 5 per cent level ( $p < .05$ ) and no such significance can be found in the opinion of four star hotel employees.

**Table 4.46: Performance Data and Career Advancement (Opinion of Employees)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	70 (30.6)	14 (38.9)	35 (74.5)	119 (38.1)	42 (56.0)	18 (64.3)	8 (53.3)	68 (57.6)	187 (43.5)
Partly Agree	26 (11.4)	8 (22.2)	12 (25.5)	46 (14.7)	14 (18.7)	4 (14.3)	3 (20.0)	21 (17.8)	67 (15.6)
Neither Agree Nor Disagree	23 (10.0)	1 (2.8)	-	24 (7.7)	9 (12.0)	4 (14.3)	-	13 (11.0)	37 (8.6)
Disagree	56 (24.5)	8 (22.2)	-	64 (20.5)	7 (9.3)	2 (7.1)	2 (13.3)	11 (9.3)	75 (17.4)
Highly Disagree	54 (23.6)	5 (13.9)	-	59 (18.9)	3 (4.0)	-	2 (13.3)	5 (4.2)	64 (14.9)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.

Three star: Chi-square=30.206(df=4) and p value =.000\*; Four star: Chi-square=11.412(df=4) and p value =.022\*; Five star: Chi-square=13.410 (df=4) and p value =.004\*.  
\* Significant at 5% level. \*\* Not significant at 5% level.

The sector wise analysis of the opinion of employees through Mann-Whitney U tests (Table 4.47) reveals that the difference in the opinion of employees in both the sectors is significant (p<.05)

**Table 4.47: Performance Data and Career Advancement (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed )
Private	312	2.00	.000*
KTDC	118	1.00	

Source: Primary data. \*Significant at 5% level.

From the above analysis it can be inferred that both the employees and the management people agree that an employee’s performance data plays a major role in his career advancement.

**(b) Opinion of Management**

An analysis of the opinions expressed by the management personnel on the use of performance data for taking decisions (Table 4.48) like enhancement of compensation, promotion etc, shows that more than three fourths (82.3%) of the management fully or partially agree that such decisions are based on the performance

review data. Most of the management category employees in both the sectors and all the star categories hold a similar opinion.

**Table 4.48: Performance Data and Career Advancement (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	24 (53.3)	15 (100)	8 (88.9)	47 (68.1)	1 (100)	1 (100)	1 (100)	3 (100)	50 (69.4)
Partly Agree	9 (20.0)	-	1 (11.1)	10 (14.5)	-	-	-	-	10 (13.9)
Neither Agree Nor Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Disagree	3 (6.7)	-	-	3 (4.3)	-	-	-	-	3 (4.2)
Highly Disagree	4 (8.9)	-	-	4 (5.8)	-	-	-	-	4 (5.6)
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

#### **4.21 Faith in the Performance Appraisal System**

For the successful implementation of the performance evaluation system, the employees should have faith in the review system and they should feel that the performance measurement is a pleasant experience. Employees dislike performance appraisal because managers do not always rate them on objective criteria. Experts call this problem rater bias (O’Dell, C, 1987). When managers include nonperformance factors like race, gender, hair colour etc. into an appraisal, the contaminated appraisal ratings produce fruit of perceived and genuine unfairness in the rating process and its outcomes. Employees react to the situation with reduced job satisfaction and turnover. The employee’s and the managements’ opinion on their faith in the performance appraisal system is assessed as under.

##### **(a) Opinion of Employees**

On analyzing the employees opinion regarding their faith in the performance appraisal system (Table 4.49) it can drawn that more than one half (56.5%) of the employees fully or partially agree that they have faith in the performance rating made by the superior. Sector analysis also reveals that more than three fourths (76.3%) of

employees in KTDC hotels have faith in the rating process whereas only less than one half (49.1%) in the private sector fully or partially agree that the performance rating is fair and they have true faith in the appraisal process. Star-wise analysis of the data reveals that more than two thirds of the employees in all the star groups of KTDC believe that the rater is fair and no subjective treatments influence the appraisal process hence they have faith in the appraisal processes. In private sector more than one half in four and five star categories show their faith in the appraisal process and more than one half (53.3%) in three star private hotels express lack of faith in the appraisal process prevailing in the organization. The Chi-square analysis of the opinion of employees reveals that the difference in three star hotels is significant and no such significance can be located on the opinion of employees in four and five star hotels.

**Table 4.49: Faith in Performance Appraisal System (Opinion of Employee)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	73 (31.9)	14 (38.9)	33 (70.2)	120 (38.5)	41 (54.7)	20 (71.4)	8 (53.3)	69 (58.5)	189 (43.9)
Partly Agree	17 (7.4)	6 (16.7)	10 (21.3)	33 (10.6)	14 (18.7)	4 (14.3)	3 (20.0)	21 (17.8)	54 (12.6)
Neither Agree Nor Disagree	17 (7.4)	2 (5.6)	3 (6.4)	22 (7.1)	11 (14.7)	2 (7.1)	-	13 (11.0)	35 (8.1)
Disagree	54 23.6	7 (19.4)	-	61 (19.6)	5 (6.7)	2 (7.1)	2 (13.3)	9 (7.6)	70 (16.3)
Highly Disagree	68 (29.7)	7 (19.4)	1 (2.1)	76 (24.3)	4 (5.3)	-	2 (13.3)	6 (5.1)	82 (19.1)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals.  
 Three star: Chi-square=40.530 (df=4) and p value =.000\*; Four star: Chi-square=10.399(df=4) and p value =.034\*; Five star: Chi-square=10.279 (df=4) and p value =.030\*.  
 \* Significant at 5% level. \*\* Not significant at 5% level.

**Table 4.50: Faith in Performance Appraisal System (Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance (2 tailed )
Private	312	1.00	.000*
KTDC	118	3.00	

Source: Primary data. \*Significant at 5% level.

While analyzing the employees’ opinion sector wise through Mann-Whitney U tests (Table 4.50) it is revealed that the difference in the opinion of employees in KTDC hotels and private hotels is significant as the p value is less than .05. Further employees in KTDC have more faith in the appraisal system as the median is more in this sector.

**(b) Opinion of Management**

Similar to the opinion of the employees the management employees in the hotel industry have expressed their strong support in the performance appraisal procedures followed in the organization (Table 4.51). More than three fourths (84.7%) of the employees in the management cadre fully or partly agree that the performance rating system in the organization is fair and just. More than two thirds in both the sectors express high faith in the appraisal system. More than two thirds in all the star categories also believe that there is objective evaluation and hence have faith in the system.

**Table 4.51: Faith in Performance Appraisal System (Opinion of Management)**

Responses	Private				KTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	29 (64.4)	15 (100)	9 (100)	53 (76.8)	1 (100)	-	1 (100)	2 (66.6)	55 (76.4)
Partly Agree	5 (11.1)	-	-	5 (7.2)	-	1 (100)	-	1 (33.3)	6 (8.3)
Neither Agree Nor Disagree	5 (11.1)	-	-	5 (7.2)	-	-	-	-	5 (6.9)
Disagree	6 (13.3)	-	-	6 (8.7)	-	-	-	-	6 (8.3)
Highly Disagree	-	-	-	-	-	-	-	-	-
Total	45 (100)	15 (100)	9 (100)	69 (100)	1 (100)	1 (100)	1 (100)	3 (100)	72 (100)

Source: Primary data. Figures in parentheses show percentages of respective total.

From the analysis it can be inferred that both the employees and the management people agree that there is no rater bias in the performance appraisal system and the managers always rate it on objective criteria.

#### 4.22 Relationship between Effectiveness of Training and Personal Variables

The consolidated view of employees opinion on the effectiveness of training followed in the organization is given in Table 4.52. The response was recorded in five point scale with a maximum value of five for ‘Fully agree’ and a minimum value of one for ‘Highly Disagree’. Two, Three and Four are respectively allocated to the opinions such as ‘Partly agree’, ‘Neither agree nor disagree’ and ‘Disagree’. ANOVA was applied to find out is there any significant variation in the perception of employees regarding the level of satisfaction on training depending on the demographic characteristics. Out of six variables selected, three variables viz., gender, education and nature of employment, shows significant variation in the perception of employees ( $p < 0.05$ ).

**Table4.52: Relationship between Effectiveness of Training and Personal Variables**

Variable	Category	No.	Mean	SD	F	Sig.
Age	Up to 27	104	2.92	1.647	2.113	.098**
	28-31	108	2.59	1.535		
	32-36	105	2.37	1.607		
	37 and above	113	2.58	1.630		
Gender	Male	356	2.74	1.636	12.751	.000*
	Female	74	2.01	1.340		
Education	SSLC and below	81	3.26	1.579	5.909	.001*
	Diploma in hotel management	169	2.50	1.551		
	Degree or PG in hotel industry	63	2.27	1.588		
	Degree or PG in other areas	117	2.52	1.633		
Nature of Employment	Permanent	233	2.41	1.609	8.319	.000*
	Contract	78	3.26	1.583		
	Seasonal/ Part-time	119	2.59	1.537		
Experience in hotel industry	Below 5 years	246	2.70	1.615	1.873	.133**
	5-10 years	121	2.47	1.613		
	10-20 years	50	2.74	1.575		
	Above 20 years	13	1.77	1.481		
Experience in present organization	Below 5 years	371	2.67	1.608	2.198	.088**
	5-10 years	50	2.32	1.609		
	10-20 years	8	1.75	1.399		
	Above 20 years	1	5.00	.000		

Source: Primary data. \* Significant. \*\*Not significant.



However, with regard to age, experience in hotel industry, and experience in the present organization no significant variation is found in the opinion of employees ( $p > .05$ ).

On analyzing the above facts it can be concluded that the training and development practices followed in the hotel industry have some serious drawbacks especially in three star segments in private sector. Lack of induction training, obsolete training curriculum, absence of proper retraining facilities, inadequate training need analysis, personal biases in nomination to training courses, low competent trainers and insufficient infrastructure for training and trying out the training-acquired knowledge, all these factors cumulatively lead to the low satisfaction of employees in training. As regards performance appraisal practices in the hotel industry in Kerala even though it is conducted at all levels of employees, lack of performance feedback, irregularities in performance appraisal, lack of objectivity in appraisal and rater biases create discomfort among the minds of employees. The next major area of HRM is employee's compensation. Therefore, the ensuing chapter is an analysis of this concept.