

An Empirical Study of Training & Development and its impact on HR Strategies of Employee- Retention in Hospitality Industry of Uttarakhand.

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Abstract

Himalayan states are diverse in tourism potentials. But when we talk about the most approachable state, Uttarakhand suddenly appears in our mind. This state is very near to the national capital, New Delhi and very well connected by the country via all the major transport mediums. Although, it is in the budding form of development; however, since a long time the footfall of tourists is remarkable, when it was a part of Uttar Pradesh. Tourism is base of economy and hence the tourism spots has been developed to pull the tourists in masses. Various category of hotels and accommodation sectors have been established to fulfil the need of visitors. The manpower requirement is very high in the tourism seasons, though it remains through-out the year. A pool of employees joins and leaves the industry every year. The chunk of young employee scape from the state with a hope of career development in hospitality industry.

Somewhere the employees of Uttarakhand find the greater scope of development in other cities rather than only capital city of the state. Development is directly connected to the training; hence the common assumption generates that the prospects is limited in the state. Even the employers realize the significance of training and its connection to the development. In this research paper, the emphasis is being brought on the current state of training & development and its impact on HR Strategies of

employee- retention in hospitality industry of Uttarakhand.

Key words: *Training, Development, HR Strategies, Employee, Retention, Hospitality Industry, Uttarakhand.*

1. Uttarakhand

Uttarakhand is a northern Himalayan state in India with a boon of natural beauty, a place of sublime spirituality and famously known as Devbhoomi i.e. the "Land of the Gods". This state has been carved out from Uttar Pradesh in 2000 and earlier known as Uttaranchal. This is a place that not only famous of a dazzling view of the Himalayas, but also reflates a cultural ethos which showcases of a harmonic and simplistic synchronicity with nature. The land is abundant of oaks, birches, silver firs and rhododendrons embellishing the sheer mountain slopes. Uttarakhand offers a glimpse into an unblemished, peaceful world, straight out of the pages of some ancient pastoral literature. With wellbeing a very prevalent pilgrimage site the state is the originating spot two of the most sacred rivers for Hindus i.e. the Ganga and the Yamuna. Uttarakhand is the home of Char-Dham, which are four of the most religious sites of Hindus pilgrimage, these are Gangotri, Yamunotri, Kedarnath and Badrinath. Every year, thousands of tourists visit Uttarakhand for the Char-Dham only. The other famous pilgrimage sites are:

Gopeshwar, Vishnuprayag, Karnprayag, Devprayag, Nandprayag, Rishikesh, Neelkanth Mahadev, Gaurikund, Tungnath, Guptkashi, Madhyamaheshwar, Har-ki-Pauri.

Other than the ancient temples, national parks, hill stations, forest reserves and mountain peaks the state welcome its tourists in the calm, cooling air of Uttarakhand. Some of the famous hill stations of India in Uttarakhand are Mussoorie, Nainital, Dhanaulti, Lansdowne, Sattal, Almora, Kausani, Bhimtal, and Ranikhet. These are ever embracing hill stations in the state best for all kinds of trips be it a family holiday or a honeymoon. The other popular tourist destinations in Kumaon are Baijnath, Bhowali, Binsar, Chakouri, Ramnagar, Pithoragarh, Naukuchiyatal, Munsiyari, Mukteshwar, Mohaan, Dhaliya, Corbett National Park and Chaukori. The other tourist attractions in Uttarakhand are Dhikhuli camp, Milam Glacier Trek, Panchachuli Glacier Trek, Pindari Glacier Trek, Pindari Kafni Glacier Trek, Sunderdunga Glacier Trek, and Singri Camp, which are the trekking and camping destinations also. The border of state is sharing its northern international lines with Nepal and China (Tibet), in the west and north-west Himachal Pradesh, Uttar Pradesh State is in the south and Nepal in the east.

Uttarakhand is well connected via rail, road and airport with national capital New Delhi. Through the major cities like Hardwar and Haldwani, the state connects itself with the other parts of country. Some of the good trains originate from these railway stations for the metropolitan cities like Kolkata, Mumbai, Chennai and Delhi. Dehradun is equipped with all the modern amenities and services, required for being the capital of state and approximately 250 km distance from Delhi. The other cities of Uttarakhand like Haldwani, Haridwar, Rishikesh, Nainital, Almora, Roorkee, Tehri etc. has also significant values and got administrative importance. The High court and passport office are in Nainital, whereas Haldwani and Hardwar are now known for the industrial importance. Being in Uttarakhand provides a blend of unlimited experiences and opportunities with nature, wildlife, culture, heritage, adventure, yoga, pilgrimages and meditation. These are also the strength for being the tourism based mountainous state.

Garhwal and Kumaun are two regions of Uttarakhand, which can be considered as western and eastern part of the state respectively. There are thirteen districts in Uttarakhand, from which six are in Garhwal and seven are in Kumaun regions. Haridwar, Dehradun, Tehri, Uttarkashi, pauri, Chamoli, and Rudraprayag districts are in Garhwal

region. The Kumaon region consists of Almora, Bageshwar, Champawat, Nainital, Pithoragarh, and Udham Singh Nagar district. Both of the region has a potential of tourist attractions because of its richness in wildlife area. The wildlife of Garhwal include key areas like: Assan barrage, Govind Wildlife Sanctuary, Nanda Devi National Park, Rajaji National Park, and Valley of Flowers. The wildlife of Kumaon include destinations like: Askot sanctuary, and Corbett National Park. The glaciers of Garhwal include: Bander Poonchh Glacier, Chorbari Bamak Glacier, Dokriani Glacier, Doonagiri Glacier, Gangotri Glacier, Khatling Glacier, Nandadevi Glacier, Satopnath and Bhagirathi-Kharak Glacier, and TipraBamak Glacier. The glaciers of Kumaon include: Kaphini, Maikotli, Milam, Namik, Pindari, Ralam and Sunderdunga Glaciers.

2. Uttarakhand: Hospitality Industry

Garhwal and Kumaun regions of Uttarakhand are equally blessed with resources and opportunities, which make them prosperous with tourism potentials. Both regions have versatile nature of landscape ranging from plains to hills. Basic infrastructure for developing the hospitality industry is good enough throughout the state, which make it clean and favourable to take a stay for a while. The well-arranged and equipped hospitality points in various cities are diplomatically inviting the travellers and tourists. In a recent time, after getting the status of tourism state, plenty of the hotels and resorts have emerged with their brand and name. Few of the international hotels also have settled their properties in Uttarakhand to grab the opportunity. Natives of Garhwal and Kumaun known as Garhwali and Kumauni in the other states are recognized for their wonderful hospitality skills. These people are scattered throughout the world in the hotels and restaurants, serving and are source of high class livelihood for their families.

The hotel industry has generated too much of employment in the state. It is not only attracting the potential employee from other state, but even helps to reduce skill-drains from the state. The skill-holders from Uttarakhand even don't want to escape from their home state. But the ultimate situation is different. In this research paper, there would an emphasis on the HR strategies for training & development and its impact on employee- retention in hospitality industry of Garhwal and Kumaun region of Uttarakhand. The hoteliers are forced to think about the HR strategies to retain their employees for the updating the worldwide practices of training and development program.

3. Employee Retention vs. Employee Turnover

The dissatisfaction of job, lack of supervisors' support and their unbiased feedback, inappropriate pay system and lack of training and development are significant aspects for the employee retention (*Kemelgor & Meek, 2008*). In the Survey carried out through CIPD by *Taylor (2008)*, he states that highest turnover is found in hotels and catering industry as compared to any other industry. *Agrusa & Lema, 2007* found in their research conducted in casinos that employee turnover gives direct impact on customers turnover, which ultimately relates the business operations. He also mentions that the HR strategies for escaping the issues in the hospitality industry has become substantial as equal to effectiveness in the organization.

Staff turnover may be defined as the ratio of number of employees replaced in a given time span to the average number of employees. (*Taylor, 2008*). Valuable staffs are the pillars of any organisation and to recruit the good personnel, it is not easy for the HR managers (*Panoch, 2001*). Retaining the brilliant employee plays significant roles for developing the organization, it has been mentioned that future of the organization will be in smart and brilliant hands with the origination of efficient outputs and drive revolution in a very new way (*Martin, 2010*). It is significant to wilfully hold the employee, because of incurring of indirect and hidden costs, which generates the low-level of customer loyalty. It effects the customer-satisfaction and results the loss of revenues. In current scenario, retention of employees is challenging task because of unavailability of qualified workforce and their high demands in the market (*Pardon, 2004*).

4. HR Strategies for Training and Development

The hospitality operations need a regular training program for the employees to be updated with the recent trends of the hospitality industry. For this the organizations, conduct the training for the new as well as existing employees. Organizations, which facilitate proper training for employees with greater responsibilities, are considered as generally lower in the staff turnover (*Moncarz et al, 2009*). The practices of employees- training enables them to smoothen the various operations and to enhance their performance. This also make them satisfied in their job enhance the probability of employee retention. But, in reality the status is not acceptable on the ground employee retention. Either the

training programme is not compatible with the requirement or the employees are not considering the importance of training. Therefore, the employee turnover still exists and the organization suffers with the financial loss (*Poulston, 2008*).

Bhattacharya Alok S (2008), in his article "The Mantra in Strategic Training: Learner Centered, Performance Based" told that training to be strategic must lead to demonstrable competence to discharge the assigned whole role in the real environment. The training activities should be a process and not a infrequent event. This process has sequential learning steps beyond training, namely instruction and education. He emphasizes on the clarity about what must training achieve, how training would achieve and how well should that be achieved. While summing up, author says that strategic training focuses on the long run performance of a corporation. Training can meet strategic requirements only if it has a balanced, organized learning-objectives and monitored implementation to meet organizations and learners needs. In concluding remark, the author says that no human endeavour has ever been successful without having been planned, organized and controlled. Training cannot be an exception. *Wilson, Brown & Cregan, (2008)* state that since a long time it was the emphasis on to do the work on job redesign; as it helps to motivate such employees, who feel like job monotony, unskilled and low quality work, of course it creates absenteeism and ultimately turnover. The trend has been started to hire the casual and part-time manpower in the hospitality industry by the employers. They are being attracted by the handsome wages, bonus, incentives and even training programmes. These workers are being treated as similar as to the full-time employees and proper work-schedule are being prepare for them. The Human Resource Department sets many attractive policies and practices to fascinate such type of maintain to work force in the organization (*Deery, 2008*).

On the other side, it aids in decision making capacity of those employees also and thus they respect their position (*Grill, 2009*). The employers give priority to provide the appropriate training to boost the work efficiency for the favour of organizational profitability. It inspires the employees to be associated with the organization for a longer duration. The talented and skilled employees give the importance training provided by the qualified trainer to be retained in the job. Otherwise, they start looking for the better career options in the industry. It is also true that the most of the employees after getting the training for the job, they feel to search for the better work place,

where these training could be utilized for their career growth. These employees even find the suitable job in other organizations, when they are found in the interviews with training required in the operations (Taylor, 2010).

The Hospitality industry should develop the investment policy on the training of employees, so that a better work knowledge could be provided to them. This will enhance the work performance in the favour of organizational benefits (Erickson & McCall, 2012). Training is an important process in the hospitality industry. It plays a positive role in developing the skills and knowledge of the employees to be utilized in the hotel operations. The training provided to hospitality personnel in different departments and sections not only gives a positive effect on work efficiency, the employees feel satisfied in their job. The staff gets multiple training for serving the guests in the hotel in the form of financial transaction, modernisation of room products, food safety etc. The employees feel comfortable in their job after the got training and implement in the operations. This feeling helps them to stay with the organization and thus the organization gets the retained employees with positive energy. The departmental managers plan well-structured training programmes for fulfilling the versatile need in the operations (Bharwani & Butt, 2012).

According to the *Sunday Business Post* (2014), the availability of adequately qualified staff for the operational job in different departments is an issue among the hospitality employers. It doesn't mean the hospitality graduates are less in numbers in the labour market, but it may be said that the proper knowledge in the particular field is not properly suited with the profile offered in the industry. Many hotels have started their own "Hospitality Graduate Schools" for the training needed for that particular organization. The hired new employees from these schools are somewhere more likely suitable for the industry. The trends show that the employees, who are being hired from the hospitality schools, are not considering their job as a sustainable career.

The Human Resource managers adopting the new policies for recruitment, selection, training, development, rewards and compensation for the encouraging the proper talent utilization in the benefits of organization. The scheme for reward and other monetary benefits motivate the employees not only to be with the organization, but even to be ore associated with the establishment (Tangthong, et al., 2014).

5. Objectives of the study

- To analyze the effectiveness of training process in the retention of employees.
- To study the relationships between training & development policies and Human Resource strategies to retain the employees.

6. HYPOTHESIS:

H₀: There is a significant impact of training and development on HR Strategy of employee retention.

H₁: There is no significant impact of training and development on HR Strategy of employee retention.

Hypothesis is based on the following points.

- i. Training leads to efficiency and effectiveness in Employees Performance in Hospitality Industry.
- ii. Due to poor training practices, the employers are not able to provide better services to the clients.
- iii. Because of unstructured development policies, the employers are not able to retain the suitable employees.
- iv. Competitive pay and benefits may lead to escape of employee to metropolitan cities.

7. Research methodology

The objective of this research aims at analytical evaluation of the Employee Retention HR Strategies for hospitality industry in both of the region i.e. Garhwal and Kumaun of Uttarakhand. This study is based on the existing HR policy; Employee Retention, HR Strategies and cross examine the similarities and dissimilar factors in both of the hill state. The objective of this research study is an effort to identify the stabilizing factor of employees, to retain the good performers and reduce employee turnover and cost associated with it, to identify the right candidate and provide with the conducive environment and to identify the key factors desired by the professionals, making it easy for them in hiring the most talented, creative, innovative and prospective candidates.

The hotels ranging from three to five star from both of the regions have been were selected for the present study including the hotels units of internationally recognised branded hotel chains. The selection of respondents has been done on random sampling method. The study is based on the primary and the secondary data both. Primary data have been collected from Garhwal and Kumaun Region through a structured questionnaire administered to respondents i.e., employees, whereas secondary data is collected from various

publications, books and research journals. The data have been rationally interpreted. Since the area of study is whole state therefore the primary data collected is a total of three hundred fifty (350) respondents.

8. Analysis

The primary data have been obtained through the personal interview among employees of hotels in Garhwal and Kumaun region. A total of 350 valid responses were obtained from the field survey, 175 for Garhwal region and 175 for Kumaun region. The first part of the analysis focuses on tenting the validity and reliability of the issues identified. The second part of the analysis deals with testing the relationship of various identified issues with employee retention.

For checking the validity of the identified issues, exploratory factor analysis using Principal Component Analysis was done, using VARIMAX rotation. Reliability was checked using Cronbach's Alpha.

Table 1: Gender distribution of the respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	131	37.4	37.4	37.4
	Male	219	62.6	62.6	100
	Total	350	100	100	

Source: Compiled from primary data

The above pie-chart represents gender distribution of the respondents from sample, which have been selected on the simple random sampling method. Out of total 350 number of samples, 131 were female and 219 were male respondents.

Table 2: Age - group distribution of the respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	216	61.7	61.7	61.7
	31-40	78	22.3	22.3	84
	41-50	1	0.3	0.3	84.3
	Above 40	7	2	2	86.3
	Under 20	48	13.7	13.7	100
	Total	350	100	100	

Source: Compiled from primary data

Table 3: Organizational position of the respondents

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fresh/ Entry Level	62	17.7	17.7	17.7
	Non-Executive	85	24.9	24.2	41.9
	Junior Executive	37	10.6	10.5	52.4
	Executive	2	0.6	0.6	53
	Senior Executive	67	19.1	19.1	72.1
	Manager	94	27	27	99.1
	Senior Manager	3	0.9	0.9	100
	Total	350	100	100	

Source: Compiled from primary data

Table 4: Educational profile of the respondents

Education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	252	72	2	72
	Intermediate	12	3.4	.4	75.4
	Post Graduate	86	24.6	4.6	100
	Total	350	100	100	

Source: Compiled from primary data

The questionnaire consists the parameters about basic salary, conveyance allowance, dearness allowance, phone /mobile allowance, house rent allowance, staff meal, medical allowance, uniform allowance, commission / incentives, overtime allowance given to the employees as per their designation and profile of the organization. Most of the respondents are getting the benefits of above asked components of monetary benefits.

For questions based on the factor of recruitment practices followed in the hotels, the analysis is represented as below in tabular and pie chart form showing the percentage of the same:

Analysis 1: For the question whether “the new recruits find induction or orientation training very useful in your organization”, out of 350 respondents 235 (i.e. 67 %) were strongly agree, 69 (i.e. 20 %) were agree, 10 (i.e. 3 %) were satisfied, 29 (i.e. 8 %) were disagree and 7 (i.e. 2 %) were strongly disagree from the given point.

Table: 5 New recruits find induction or orientation training very useful in your organization

The new recruits find induction or orientation training very useful in your organization	No. of respondents	Percentage
Strongly Agree	235	67%
Agree	69	20%
Satisfactory	10	3%
Disagree	29	8%
Strongly Disagree	7	2%
Total	350	100%

Source: Compiled from primary data

Analysis 2: For the question whether “your organization considers training as a part of organizational HR strategy.”, out of 350 respondents 225 (i.e. 64 %) were strongly agree, 79 (i.e. 23 %) were agree, 30 (i.e. 9 %) were satisfied, 9 (i.e. 3 %) were disagree and 7 (i.e.2 %) were strongly disagree from the given point.

Table: 6 Your organization considers training as a part of organizational HR strategy.

Your organization considers training as a part of organizational HR strategy.	No. of respondents	Percentage
Strongly Agree	225	64%
Agree	79	23%
Satisfactory	30	9%
Disagree	9	3%
Strongly Disagree	7	2%
Total	350	100%

Source: Compiled from primary data

Analysis 3: For the question whether “the training session conducted in your organization is useful”, out of 350 respondents 271 (i.e. 77 %) were strongly agree, 34 (i.e. 10 %) were agree, 29 (i.e. 8 %) were satisfied, 16 (i.e. 5 %) were disagree and none (i.e. 0 %) was strongly disagree from the given point.

Table: 7 The training session conducted in your organization is useful

The training session conducted in your organization is useful	No. of respondents	Percentage
Strongly Agree	271	77%
Agree	34	10%
Satisfactory	29	8%
Disagree	16	5%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 4: For the question whether “training programs are of sufficient duration”, out of 350 respondents 43 (i.e. 12 %) were strongly agree, 277 (i.e. 79 %) were agree, 4 (i.e. 1 %) were satisfied, 26 (i.e. 7 %) were disagree and none (i.e. 0 %) was strongly disagree from the given point.

Table: 8 Training programs are of sufficient duration

The new recruits find induction or orientation training very useful in your organization	No. of respondents	Percentage
Strongly Agree	43	12%
Agree	277	79%
Satisfactory	4	1%
Disagree	26	7%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 5: For the question whether “Senior management takes interest and spends time with the new staff during induction training.”, out of 350 respondents 249 (i.e. 71 %) were strongly agree, 66 (i.e. 19 %) were agree, 10 (i.e. 3 %) were satisfied, 25 (i.e. 7 %) were disagree and none (i.e.0 %) were strongly disagree from the given point.

Table: 9 Senior management takes interest and spends time with the new staff during induction training

Senior management takes interest and spends time with the new staff during induction training	No. of respondents	Percentage
Strongly Agree	249	71%
Agree	66	19%
Satisfactory	10	3%
Disagree	25	7%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 6: For the question whether “training of workers is given adequate importance in your organization”, out of 350 respondents 42 (i.e. 12 %) were strongly agree, 238 (i.e. 68 %) were agree, 70 (i.e. 20 %) were satisfied, none (i.e. 0 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 10 Training of workers is given adequate importance in your organization

Training of workers is given adequate importance in your organization	No. of respondents	Percentage
Strongly Agree	42	12%
Agree	238	68%
Satisfactory	70	20%
Disagree	Nil	0%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 7: For the question whether “training given to you was sufficient in order to achieve the organization goals, after getting selected in the organization”, out of 350 respondents 230 (i.e. 66 %) were strongly agree, 71 (i.e. 20 %) were agree, 25 (i.e. 7 %) were satisfied, 24 (i.e. 7 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 11 Training given to you was sufficient in order to achieve the organization goals, after getting selected in the organization

Training given to you was sufficient in order to achieve the organization goals, after getting selected in the organization	No. of respondents	Percentage
Strongly Agree	230	66%
Agree	71	20%
Satisfactory	25	7%
Disagree	24	7%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 8: For the question whether “Current training programs for staff in the hotel are adequate for the performance of their duties.”, out of 350 respondents 43 (i.e. 12 %) were strongly agree, 261 (i.e. 75 %) were agree, 31 (i.e. 9 %) were satisfied, 15 (i.e. 4 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 12 Current training programs for staff in the hotel are adequate for the performance of their duties

Current training programs for staff in the hotel are adequate for the performance of their duties	No. of respondents	Percentage
Strongly Agree	43	12%
Agree	261	75%
Satisfactory	31	9%
Disagree	15	4%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 9: For the question whether “Training programs are initiated for promotions”, out of 350 respondents were 76 (i.e. 22 %) strongly agree, 215 (i.e. 61 %) were agree, 59 (i.e. 17 %) were satisfied, none (i.e. 0 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 13 Training programs are initiated for promotions

Training programs are initiated for promotions	No. of respondents	Percentage
Strongly Agree	76	22%
Agree	215	61%
Satisfactory	59	17%
Disagree	Nil	0%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 10: For the question whether “Training of employees help in improving the financial turnover”, out of 350 respondents 76 (i.e. 22 %) were strongly agree, 220 (i.e. 63 %) were agree, 45 (i.e. 13 %) were satisfied, 9 (i.e. 3 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 14 Training of employees help in improving the financial turnover

Training of employees help in improving the financial turnover	No. of respondents	Percentage
Strongly Agree	76	22%
Agree	220	63%
Satisfactory	45	13%
Disagree	9	3%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 11: For the question whether “Training program helps in improving the staff retention”, out of 350 respondents 58 (i.e. 17 %) were strongly agree, 231 (i.e. 66 %) were agree, 50 (i.e. 14 %) were satisfied, 11 (i.e. 3 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 15 Training program helps in improving the staff retention

Training program helps in improving the staff retention	No. of respondents	Percentage
Strongly Agree	58	17%
Agree	231	66%
Satisfactory	50	14%
Disagree	11	3%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 12: For the question whether “Training is provided in accordance to the international Standards”, out of 350 respondents 39 (i.e. 11 %) were strongly agree, 84 (i.e. 24 %) were agree, 211 (i.e. 60 %) were satisfied, 16 (i.e. 5 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 16 Training is provided in accordance to the international Standards

Training is provided in accordance to the international Standards	No. of respondents	Percentage
Strongly Agree	39	11%
Agree	84	24%
Satisfactory	211	60%
Disagree	16	5%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 13: For the question whether “Training program help you to stay up to date with new process or procedure related to your job”, out of 350 respondents 15 (i.e. 4 %) were strongly agree, 280 (i.e. 80 %) were agree, 34 (i.e. 10 %) were satisfied, 21 (i.e. 6 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 17 Training program help you to stay up to date with new process or procedure related to your job

Training program help you to stay up to date with new process or procedure related to your job	No. of respondents	Percentage
Strongly Agree	15	4%
Agree	280	80%
Satisfactory	34	10%
Disagree	21	6%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

Analysis 14: For the question whether “Through training new knowledge is acquired, improved performance and higher productivity is achieved.”, out of 350 respondents 39 (i.e. 11 %) were strongly agree, 277 (i.e. 79 %) were agree, 20 (i.e. 6 %) were satisfied, 14 (i.e. 4 %) were disagree and none (i.e. 0 %) were strongly disagree from the given point.

Table: 18 Through training new knowledge is acquired, improved performance and higher productivity is achieved.

Through training new knowledge is acquired, improved performance and higher productivity is achieved.	No. of respondents	Percentage
Strongly Agree	39	11%
Agree	277	79%
Satisfactory	20	6%
Disagree	14	4%
Strongly Disagree	Nil	0%
Total	350	100%

Source: Compiled from primary data

The questionnaire contains the set of enquiry like: the new recruits find induction or orientation training very useful in your organization, your organization considers training as a part of organizational hr strategy, the training session conducted in your organization is useful, training programs are of sufficient duration, senior management takes interest and spends time with the new staff during induction training, training of workers is given adequate importance in your organization, training given to you was sufficient in order to achieve the organization goals, after getting selected in the organization, current training programs for staff in the hotel are adequate for the performance of their duties, training programs are initiated for promotions, training of employees help in improving the financial turnover, training program helps in improving the staff turnover, training is provided in accordance to the international standards, training program help you to stay up to date with new process or procedure related to your job, through training new knowledge is acquired, improved performance and higher productivity is achieved.

Table 19: KMO and Bartlett's Test

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.608	
Bartlett's Test of Sphericity	Approx. Chi-Square	5086.086	
	Df	136	
	Sig.	0	
Total Variance Explained			
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	5.881	34.596	34.596
2	2.299	13.526	48.122
3	1.911	11.242	59.364
4	1.572	9.246	68.61
5	1.264	7.437	76.047

Source: Compiled from primary data

The results of factor analysis are shown in table 20. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy statistic indicates that the sample is adequate and the p value of Bartlett's Test of Sphericity statistic (0.000) indicates that the correlation matrix of the variables considered in the study is not an identity matrix. This indicates that the factor analysis can be done on the data collected from the Employees. The Communalities can be defined as the proportion of each variable's variance that can be explained by the principal components. It is also defined as the sum of squared factor loadings

Table 20: Varimax Rotated Component Matrix for training and development within organization

	Rotated Component Matrix					Mean	Std. Dev
	Factors						
	TT1	TT2	TT3*	TT4	T10		
(a) The new recruits find induction or orientation training very useful in your organization	0.84					4.417	1.02
(b) Your organization considers training as a part of organizational HR strategy.	0.87					4.446	0.8997
(c) The training session conducted in your organization is useful	0.91					4.597	0.8261
(d) Training programs are of sufficient duration				0.59		3.96	0.6544
(e) Senior management takes interest and spends time with the new staff during induction training.	0.75					4.54	0.858
(f) Training of workers is given adequate importance in your organization.	0.66					3.917	0.5578
(g) Training given to you was sufficient in order to achieve the organization goals, after getting selected in the organization	0.84					4.449	0.8966
(h) Current training programs for staff in the hotel are adequate for the performance of their duties.					0.48	3.943	0.6123
(i) Training programs are initiated for promotions.	0.65					4.049	0.62
(j) Training of employees help in improving the financial turnover.	0.56					4.031	0.6657
(k) Training program helps in improving the staff turnover.		0.43				3.96	0.6587
(l) Training is provided in accordance to the international Standards				0.92		3.42	0.748
(m) Training program help you to stay up to date with new process or procedure related to your job		0.81				3.823	0.5889
(n) Through training new knowledge is acquired, improved performance and higher productivity is achieved.		0.76				3.977	0.5711
Reliability Cronbach's Alpha	0.9	0.63	0.021	0.61	-		

Source: Compiled from primary data

The 17 issues related to training were grouped in to 5 factors TT1, TT2, TT3, TT4 and T10. The TT3 factor was excluded from further analysis due to very low reliability. The communalities of the variables including in the analysis is shown in the Table 20. The results indicate that the communalities of all the variables are significant.

Conclusion

In this research, the data obtained from employees is measured practically to match the outcome as specified in the research objective. The hospitality sector in Garhwal and Kumaun is increasing; but due to the limited availability of manpower, the present and prospective employees are handled by different practices of HR department. The hospitality industry demands professional approach from the employees due to which the HR department face challenges. Lack of strategic HR Practices for training and development influence the staff to leave the organisation. As discussed in the research if the employees have satisfactory views on the training practices and development policies; it motivates the staff to retain in the same organization. Hence the first objective of research paper is being justified. The employees have a strong belief that the training session conducted in their organization is useful.

The employees are satisfied that the training provided them are according to the international standards. Though they are agreeing that through training programmes new knowledge would be acquired, which, may aid in the promotions and thus the performance would be improved, but not strongly that it will help in achieving higher productivity. The participants in the interview seems that employers consider the importance of training; and accordingly, they plan the training programs. Although the employees are in the process of training practices since the joining of organization i.e. induction or orientation. It seems satisfactory by the employees that the training program helps in the staff retention. Justifying the second objective of the research, it has been observed that the employers are paying attention towards keeping the training keeping near to the standard benchmark.

The objectives are shown in the findings and the provided statement of the respondents, shows the effectiveness of training practices in the retention of employees. The relationships between training practices & development policies with Human Resource strategies are helpful to retain the employees.

9. Recommendations

The researcher is aware of the limitations while doing this research and there are various recommendations

which needed to mention. There is limited literature on the hospitality industry of Garhwal & Kumaun region of Uttarakhand, especially on the retention and turnover issues. The major areas which the research needs to be done are the retention level of employees in their organisation with HR practices for training and development. In this research, the researcher used the Likert scale due to which the respondents had only few options to select and they also cannot give their viewpoints which is important to know the satisfaction level regarding different variables. In the future research, someone with more time may study on the high turnover rate of the hospitality industry and why people leave the organisation early. The employers should have a sound practice for their retention factors and make the balanced policy for employees' training considering the career path or development of existing employees.

The newly recruited employees find induction programme very useful in the organization. Hence the training managers should keep this point very carefully in their mind that the orientation of employee should contain the details of every minute contents. The training program should be of sufficient duration. The senior management must take interest and spend time with the new staff during induction training. It should be noted by the employers that the training must fulfil its need as per the efficiency and effectiveness.

The HR manager should connect the training practices with the development of employees in their career path and the employees must be aware the significance of training in promotions. It is again the duty of training manager that the training programmes should be periodically updated and new trends should be added in modules. The alignment of provided training with the given task to the employees would help them to retain in the job and hence the employee turnover would be reduced.

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