

Addis Ababa  
University  
(Since 1950)



**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS  
AND ECONOMICS SCHOOL OF COMMERCE**

**AN ASSESSMENT ON HUMAN RESOURCE DEVELOPMENT  
PRACTICES IN THE CASE OF JUPITER INTERNATIONAL HOTEL**

A Research Project Submitted to the Office of Addis Ababa  
University School of Commerce in Partial Fulfillment of the  
Requirements for the Masters of Business Leadership

**BY  
BETHLEHEM MOHAMMED**

**ADVISOR  
ABDUREZAK MOHAMMED (PHD)**

JUNE 2020  
ADDIS ABABA, ETHIOPIA

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS  
AND ECONOMICS SCHOOL OF COMMERCE**

AN ASSESSMENT ON HUMAN RESOURCE DEVELOPMENT  
PRACTICES IN THE CASE OF JUPITER INTERNATIONAL HOTEL

BY  
BETHLEHEM MOHAMMED

**APPROVED BY BOARD OF EXAMINERS**

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

## **DECLARATION**

I, Bethlehem Mohammed, declare that this study entitled “An Assessment on Human Resource Development practices in the case of Jupiter International Hotel” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Abdurezak Mohammed (PHD). Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for any Degree or Diploma program in this or any other institution.

**Bethlehem Mohammed**

\_\_\_\_\_

\_\_\_\_\_

Signature

Date

## **LETTER OF CERTIFICATION**

This is to certify that, this research work entitled “An Assessment on Human Resource Development practices in the case of Jupiter International Hotel” undertaken by Bethlehem Mohammed for the partial fulfillment of Masters of Business leadership (MBL) at Addis Ababa University School of Commerce, is an original work and not submitted for any Degree either at this university or any other universities.

**Abdurezak Mohammed (PHD)**

\_\_\_\_\_

\_\_\_\_\_

Advisor

Signature

Date

## **TABLE OF CONTENTS**

LIST OF TABLES .....	I
LIST OF ACRONYMS AND ABBREVIATIONS .....	II
ACKNOWLEDGEMENT.....	III
ABSTRACT.....	IV
CHAPTER ONE .....	1
INTRODUCTION.....	1
1.1 Background of the study .....	1
1.2 Background of the Company.....	4
1.3 Statement of the problem .....	5
1.4 Objectives of the study .....	8
1.4.1 General Objective.....	8
1.4.2 Specific Objective .....	8
1.5 Research questions.....	8
1.6 Significance of the Study .....	8
1.7 Scope of the Study.....	9
1.8 Definition of terms .....	9
1.9 Limitation of the study .....	10
1.10 Organization of the Study .....	11
CHAPTER TWO .....	12
REVIEW OF LITERATURE .....	12
2.1 INTRODUCTION .....	12
2.2 Human Resource Management (HRM).....	12
2.3 Relationship between HRM and HRD .....	12
2.4 The Concept of Human Resource Development .....	13

2.5 Human Resource Development practices .....	15
2.5.1 Training and Development .....	16
2.5.2 Career Development.....	17
2.5.3 Organization Development .....	19
2.6 Human Resource Development process .....	20
2.7 Principles of Human Resource Development .....	22
2.8 Benefits of Human Resource Development.....	24
2.9 Empirical Review .....	25
CHAPTER THREE .....	29
RESEARCH METHODOLOGY.....	29
3.1 Research Design and Approach .....	29
3.2 Population of the Study .....	29
3.3 Sample size and Sampling technique .....	30
3.3.1 Sample Size .....	30
3.3.2 Sampling technique .....	30
3.4 Data type and source.....	31
3.5 Data Collection Instruments .....	31
3.6 Method of Data analysis .....	32
3.7 Reliability and Validity.....	33
3.8 Ethical Consideration .....	33
CHAPTER FOUR .....	34
DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION .....	34
4.1 INTRODUCTION .....	34
4.2 Response Rate on Questionnaire .....	34
4.3 Profile of the respondents .....	34

4.4 Descriptive Statistics of Scale type Questionnaire .....	36
4.5 HRD practices in Jupiter International Hotel .....	36
4.6 Employees' Perception in the Practice of Training and Development .....	41
4.7 Employees' Perception in the Practice of Career Development .....	44
4.8 Employees' Perception on Organization development .....	47
4.9 Respondent's Perception on How HRD is administered.....	50
CHAPTER FIVE .....	54
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS ...	54
5.1 Summary of findings .....	54
5.2 Conclusion .....	56
5.3 Recommendations .....	57
5.4 Future research.....	59
REFERENCE.....	60
APPENDEX A. ....	66

## **LIST OF TABLES**

Table 3.1: Sample Size for the Study .....	31
Table 3.2: Results of reliability analysis.....	33
Table 4.1: Profile Characteristics of the Respondents.....	35
Table 4.2: Statistical review of HRD practices .....	37
Table 4.3: Statistical review of Training and Development practices.....	41
Table 4.4: Statistical review of Career development practices.....	44
Table 4.5: Statistical review of Organization development .....	47
Table 4.6: Statistical review of How HRD is administered .....	51

## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>AU</b>	African Union
<b>CD</b>	Career Development
<b>ECA</b>	Economic Commission for Africa
<b>HR</b>	Human Resource
<b>HRD</b>	Human Resource Development
<b>HRM</b>	Human Resource Management
<b>JHG</b>	Jupiter Hospitality Group
<b>JIH</b>	Jupiter International Hotel
<b>MoCT</b>	Ministry of Culture and Tourism
<b>OD</b>	Organization Development
<b>SPSS</b>	Statistical Package for Social Science

## **ACKNOWLEDGEMENT**

First and for most, I would like to praise and give special thanks to almighty God for his love and care through all path of my life.

It is my pleasure to thank my advisor, Abdurezak Mohammed (PhD) for his genuine guidance and assistance for preparing and finishing this project work. My sincere thanks go to the Human resource director Mr. Endalkachew Tebebu for giving me the permission to carry out this study in Jupiter international hotel and for facilitating a safe interview session with the managers in this difficult time. At the same time, I would like to express my gratitude to the staff of the hotel for kindly cooperating and providing all the information I needed. I would also like to thank Ms. Tensae Mulugeta for her assistance in coordinating the distribution and collection of the questionnaires.

I would also like to thank my families for their support and encouragement. Last but not least, my special thanks to all close friends whose advice and support encouraged me to succeed in my academic progress.

## **ABSTRACT**

*The purpose of this study was to assess the Human resource development practices in Jupiter international hotel. The study focused on the three main HRD functions i.e. training and development, career development and organization development. The study employed qualitative and quantitative research approach. Primary data was collected from structured questionnaire and interview whereas secondary data was collected from previous studies, journals, articles and books. The study used stratified random sampling technique. Accordingly, 126 questionnaires were distributed through online and 108 responses were obtained and used for further analysis. The collected data was analyzed using SPSS software version 25 and by qualitative technique. Data were analyzed and interpreted using descriptive statistics (frequencies, percentage, means & standard deviations). The result of the analysis was presented using tables. The finding of the study indicated that employees are benefited from the HRD practices of the hotel. On the contrary, the HRD practice in the hotel does not reduce the turnover rate. The finding also shows that the hotel is relatively in a good position in practicing training and development than the other HRD practices. Moreover the hotel supports and is highly engaged in team building activities. However the hotel failed to balance internal and external trainings, it also lags in building an active counseling center which can benefit all employees. The finding of the study also shows the hotel failed to focus on evaluating the HRD practices. To the problems investigated in the study, the researcher forwarded recommendations to alleviate them in the Hotel's future practices of HRD.*

*Keywords: HRD, Training and development, Career development, Organization development*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

In a rapidly changing competitive environment, human resources are one important source of competitive advantage and regarded as the most significant and precious resource in every organizations. Dynamic, motivated and energetic resources can form a successful organization. According to Caliskan E.N (2010), Human resource systems can contribute to sustained competitive advantage through enabling the development of competencies and capabilities that are firm specific.

Human resource development is increasingly one of the most comprehensively researched areas in the broader sphere of human resource management (Garavan et al., 2012). Due to the intense competition and highly changing business environment, HRD has become the fastest growing area of management development over the past two decades (Kareem, 2017). Swanson and Holton (2001) define Human resource development (HRD) as a process of developing and unleashing human expertise for the purpose of improving performance, through personnel training and organization development. Similarly for Kelly (2006), HRD is the integrated use of training and development, career planning and development and organization development to improve and develop individual, teams as well as organizational efficiency and effectiveness.

Leaders' roles for employee development have been perceived as vital because their discretion and responsibility tend to increase under conditions of organizational change and uncertainty. Leadership is a kind of power where one person has the ability to influence or change the values, beliefs, behavior and attitudes of another person (Ganta and Manukonda, 2014). Leaders act to help the development of human resources in organization towards attainment

of organizational goals (Nzotta, 2010). According to Koontz et al (1984), the type of leader and his style of leadership will go a long way in influencing the human resources development in organization. Moreover good leaders will improve their subordinate's performance through proper trainings and acquiring the right experiences.

In any organization, the best fit of human resource practices for attracting, developing and maintaining a workforce are very critical. Werner and DeSimone (2006) defined HRD practices as programs designed to be strategically implemented to the organizational process for managing the development of human capital in order to support the success of an institution.

According to Collins and Clark (2003), the integrated use of Human resource development practices i.e. training and development, career development, organization development and talent development plays an important role in creating new competencies, capabilities, and attitude that impact on employee's performance to accomplish organizational objectives. Moreover Armstrong (2014, p10) discussed Distinctive human resource development practice shape the core competencies that determine how firm competes. (Clardy, 2008; Nilsson and Ellstrom, 2012) discussed that HRD practices are more exact than policies, they are planned programs which are placed into action to improve employee competencies for the aim of employee to function efficiently and achieve performance expectancies.

The growth of hotel industry has been rapid and wide spread in the last half century. Hotels are tremendously dependent on their employees. (Korczynski, 2002; Ployhart et al., 2009) noted that Human capital is particularly significant in performing activities that require interaction and communication with customers. Moreover (Kim et al., 2012; Kumar et al., 2008; Sainaghi et al., 2013) stated that Human capital are one of the most important resources in the hospitality industry.

The study of Human resource development in the hotel sector is particularly important because of the intensity of human resource (HR) use in this industry. According to Ottenbacher et al. (2009), hospitality industries are the providers of “food, beverages, accommodation, leisure, entertainment, attraction, or some combination of those”. Arun Sachar (2017) discussed that the human resource significantly contributes in the development of Hotel Industry. Moreover added that, the hospitality industry is a highly guest service-oriented business where encounters between employees and guests determine the success of the business.

A poorly managed restaurant or hotel is an invitation for employee turnover. Losing employees for nearly any reason is a costly undertaking because of the time and finances involved for HR to locate, interview, hire and train new staff members. The hotel industry struggles in retaining the employees and has a high turnover as both job satisfaction and job retention are related to each other. “Successful hotels always include staff training as their important development strategy” (Nickson, 2007). Training and development are integral to a Hotel’s growth and success. It’s used to close the gap between current performances and expected future performance. Armstrong (2000) believes that training especially in the hotel industry has a direct relationship with the performance of the employees. Employee training plays a vital role in improving performance as well as increasing productivity.

Ethiopia is strategically located in the Horn of Africa and for that reason, many international meetings and conferences are held in Ethiopia. This builds a huge demand for accommodation in an international standard and even an increase in such a demand is expected in the future because the importance of Ethiopia in Africa has been growing and as a result, many international organizations have been continuously strengthening their institutions and augmenting their personnel in Ethiopia (Ebisa and Andualem, 2013).

According to Ministry of Culture and Tourism (MoCT) a study from 1989-2011 showed that, the inbound tourist arrivals in Ethiopia continued to grow from 76,844 in 1989, to 115,000 in 1999, and to 184,078 in 2004, 427,286 in 2009 and reaching 523,438 in 2011. In the year 2011, Ethiopia witnessed a positive tourist growth of 11.8 % over 2010. And the compound annual growth rate in Inbound Tourist Arrivals in Ethiopia during 1989 to 2011 was 9.7%.

The existences of a number of international organizations in Addis Ababa such as the African Union (AU) and the Economic Commission for Africa (ECA) have even more increased the demand for hotels (Ebisa and Andualem, 2013). The 11th Annual survey report by World Hospitality Group indicated that, Ethiopia stands fourth on hotel development in Africa (Tameru Regasa, 2019). Which indicates the hotel sector is showing significant growth and development in the country and therefore it is necessary to study HRD on this sector.

## **1.2 Background of the Company**

The Jupiter Hospitality Group (JHG) was founded in 2008. The objective was to build a strong local hospitality brand amid well-established international flagship chains in Addis Ababa. The hotel positions itself as a mid-range hotel for those who want quality and comfort at affordable rates.

Jupiter International Hotels is a four-star hotel group with two superb locations in Addis Ababa to serve guests and travelers, better. The largest property is located in Cazanchise, a walking distance from the UNECA center, on Marshal Tito Road. The other property is located in Bole, situated moments away from the Airport, and near major shopping centers.

JIH is one of Addis Ababa's locally owned international hotels. From inception, the hotels have served more than 117,500 guests. Research tells that guests and clients choose Jupiter hotel based on the quality of service and the level of professionalism. The excellent service of the team has been awarded for the Best Company to Work For by Deloittes in 2015.

The Jupiter International Hotels (JIH) corporate team can be found in the head office based in Nega City Mall, Marshall Tito Street. The team comprising 39 members highly qualified human capital, finance, branding, product development, technology, and sales and marketing experts.

### **1.3 Statement of the problem**

Human Resource, especially the skilled Human Resource is an important asset for the development of any organization. According to Stone (2013), the aim of Human resource development is to assist employees to develop their knowledge, skills and abilities for personal growth as well as organizational effectiveness and development.

The Hospitality industry has showed significant growth with expanding global economy and progressive changes relating to travel and hospitality industry in global environment. Hotel business is important service industry in most countries of the world, especially those attracting a large tourist such as Ethiopia.

The hospitality and tourism industry in Ethiopia especially in Addis Ababa has seen a rapid growth in recent times with large number of foreign travelers coming to Ethiopia for different reasons and staying in different hotels. The hotel industry is one of the major pillars in the country economy therefore great attention must be paid to the hospitality industry. An International Hotels like Jupiter International Hotel needs to be constantly in line with changes due to the competitive environment and more importantly due to the rise of new international hotels in Addis Ababa. Therefore, there must be a continuous reviewing of the Human Resource Development practices in order to achieve success and remain as one of the top local international Hotels in Addis Ababa.

In Jupiter Hotel, A learning Organization is one of the core values of the hotel, for that reason learning and development is taken as one of the core HRD practices. The hotel provides approximately 6 to 8 generic and specific training

per month for 13 different departments based on the need assessment, budget and time framework. 30% of the training is conducted by external trainers and the other 70% by internal trainers such as the supervisors, managers, directors and managing director. Beyond this, the hotel is also providing volunteer training on hospitality through covering all the training expenses for fresh graduate students on hotel and tourism across the country in different universities which contribute a lot for the development of skilled workforce in the hospitality industry in Ethiopia.

In Jupiter every employee takes at least 5 trainings per annum including life skill training. According to the guests review regard to staff members on Booking.com, Jupiter hotel is one of the two high rated hotels from all the luxury and star hotels in Addis Ababa, which is rated 9.1. The other hotel is Addis Regency Hotel rated 9.3 according to guest satisfaction with the staff members. Thus, it is the result of well trained employees who knows how to serve and satisfy their customers. However the management believes that there is still gap on how the training is converted and the effectiveness of it when it comes to their performance. For that reason, the outcome of the training in the hotel is less than the expectation of the management.

The tourism and hospitality sectors generate a large number of jobs in many countries (World Travel and Tourism Council: A career in Travel and Tourism, 2013). However, (Ahmad & Scott, 2013; Davidson & Wang, 2011) have shown that labor turnover and skill shortage has become a critical problem in the hotel sector. The exact turnover rate in the hotel sector in Ethiopia is not clearly known and according to some hotel professionals employee turnover has become a critical problem. The career of a hotel employee is often advanced by moving from one hotel to another, which is a common practice in a modern hotel like that of Jupiter International Hotel.

In JIH, priority is given to the team whenever there is a vacant position. According to the HR department report, 98% of current supervisors are promoted from within, 99% of current managers are promoted from within and

70% of current directors are promoted from within. And currently there is succession management program were 15 to 18 potential employees are selected every year for career development and future successors in the hotel. Accordingly 8 to 9 training per annum is given to them on career development. However, regarding all the hard works on human resource development the hotel is still facing turnover issues. Retention of workforces is another large problem in the hotel. And this has become also a common problem in modern and luxury hotels in Addis.

Therefore the study will assess how effectively the HRD practices are implemented in the hotel and identify the gaps for lower performance in training and development and the issue to employee turnover rate.

There are several authors that categorize Performance appraisal as one function of HRD. However nowadays, many authors use the term (HRD) to indicate Training and development, organization development and career development as an investment of organizations as part of a Human resource management (HRM) approach in the learning of its people (Bratton & Gold, 1999; Swanson & Holton, 2001; Vinesh, 2014). Therefore this study will focus on the three main HRD practices and how they are being performed in Jupiter International Hotel.

Additionally, In Ethiopia few studies were conducted and sufficient published works are not available on Human resource development practices in the Hotel sector and in the specific organization that is Jupiter International Hotel. The existence of such limited researches throughout the country in Hospitality industry in relation to HRD practices initiated the researcher to raise the issue under consideration. Moreover, the researcher needs to contribute few things in this study and the relevance of the outcome of the study for the organizations and other similar organizations engaged in the hotel sector.

## **1.4 Objectives of the study**

### **1.4.1 General Objective**

The general objective of the study is to assess the existing Human resource development practices prevailing in Jupiter International Hotel.

### **1.4.2 Specific Objective**

1. To assess the current HRD practice in JIH.
2. To assess the role of HRD practices to reduce employment turnover in the Hotel.
3. To identify how HRD practice are applied in the Hotel.
4. To establish how HRD practices and activities are aligned to the business goals of the Hotel.

## **1.5 Research questions**

1. What are the current HRD practices in Jupiter International Hotel?
2. What is the role of HRD practices in Jupiter International Hotel to solve the issue of employee turnover?
3. How are HRD practices carried out and administered in JIH?
4. How can the HRD activities be improved in Jupiter international Hotel?

## **1.6 Significance of the Study**

A study on Human capital has become an important topic these days. Since Human resource are the most significant and precious resource in every organizations, it is important to study the HRD practices, which is considered to be essential in the hospitality industry where the human capital plays a great role for the satisfaction of the guest. The outcome of this study is expected to be significant for the following reasons:

- This study, on Human resource development practices will be useful for those who are engaged in the hotel sector to understand how it's important for the success of their organization since the hotel sector is

highly dependent on the human resource and their development. Moreover for the organization in which the research is being conducted where this particular type of study had not been previously studied.

- This study might also serve as a reference for further researchers who have an interest to conduct a research on HRD and it also helps the researcher to acquire knowledge on this specific area.

## **1.7 Scope of the Study**

**Geographic scope:** Jupiter International hotel has two hotel branches and separately located head office. The main and largest property is located in Cazanchis and the other property is located in Bole. This study will assess the Human resource development practices in JIH and the research will be conducted in the main and largest property which is located in Cazanchis.

**Methodological scope:** The target population for this study are employees both in supervisory (managerial) and non-supervisory level. The researcher gathered information from employees working in the various departments, which includes 13 different departments.

**Conceptual scope:** The study will focus on the three main HRD function Training and development, Career development and Organization development. The study will be carried out during the year 2020.

## **1.8 Definition of terms**

The following definitions of terms are adapted from related literatures and modified to suit the study.

**Human Resource:** refers to the energies and talent of people working in an organization that serve as potential contributors to the creation and achievement of organization mission and vision.

**Development:** refers to the improvement of existing capabilities of human resource and helping employees to acquire new skills required for the success of achieving individual and organizational goal.

**Human resource development:** is a framework for the expansion of human capital in developing their personal and organizational knowledge, skills and abilities to achieve performance improvement.

**Training and Development:** a process in building skilled, qualified and capable people and responsible for creating a learning culture, which helps organizations to improve their performance and adapt to any new change.

**Career development:** is a planned and organized effort that develops the career of employees aimed at achieving the balance between the career needs of an individual and the requirement of organization work force.

**Organization development:** is a body of knowledge that enhances the performance of an organization in terms of executing change and development programs.

**Practices:** is the actual application or use of a plan or method, as opposed to the theories relating to it or the customary or expected procedure or way of doing something.

## **1.9 Limitation of the study**

In carrying out the study the researcher faced some constraints. Due to the current situation (COVID19) the world is facing, the organization in which the study was conducted has been closed. Due to this it was difficult to distribute questionnaires and to conduct interview with the respective respondents. For this reason questionnaires' were distributed online were some of the respondents couldn't respond because of the internet assess. This has forced the researcher to conduct the study only in the main and largest property of the hotel.

## **1.10 Organization of the Study**

The research is organized in to five chapters. The first chapter is an introductory part including, the background of the study, background of the company, statement of the problem, objectives of the study, research questions, significance and scope of the study. Chapter two deals with the review of theoretical and empirical literature related to the study. In which some of the major concepts in the study are clarified and components of HRD are assessed. The third chapter deals with the research methodologies that will be used to collect and interpret primary and secondary data. The analysis and discussions of major findings are presented in the fourth chapter. Finally, chapter five will describe the conclusion and recommendation. In addition to these further research directions, list of references and appendix will be presented.

# **CHAPTER TWO**

## **REVIEW OF LITERATURE**

### **2.1 INTRODUCTION**

This chapter deals with review of literature on Human resource development and practices. Moreover, the chapter presents and discusses about different concepts in order to provide comprehensive understanding about Human resource development (HRD). In according to this an overview of Human resource management (HRM), relationship between HRM and HRD, HRD practices, processes, principles, benefits, empirical evidences in relation to the study are discussed.

### **2.2 Human Resource Management (HRM)**

According to Goel (2009), Human Resource Management (HRM) is an intricate subject which can be defined as the effective selection and utilization of employees to at least achieve the goals and strategies of the organization as well as the goals and needs of employees. For Bratton and Gold (2009), HRM is the strategic approach to managing employment relations which emphasis that leveraging people capabilities is critical to achieving competitive advantage, this being accomplished through a distinctive set of integrated employment policies, programs and practices. Nevertheless Armstrong (2011), define HRM as “a strategic and coherent approach to the management of an organization’s most valuable asset; the people working there who individually and collectively contribute to the achievement of its objective”.

### **2.3 Relationship between HRM and HRD**

Haslinda (2009) cites Human resource management (HRM) as the “process of managing human talents to achieve organization’s objective”. Further discussed recruitment of talent, benefit management, labor relations and other legalities such as employee safety and health are all encompassed in the

process of HRM. The linkage between HRD and HRM contributes to organizational learning and improving HR orientation, in turn, enhance organizational performance (Alagaraja, 2013).

Mondy and Noe (2005) indicated that an effective Human Resource Management is an integrated system which consists of five main domain areas and identified the functions of HRM as staffing, human resource development, safety and health, compensation and benefits and employee and labor relations. And however it is the HRD which is the major concern for this research work. As Wilson (2005), point out HRD is a major HRM function that focuses on three main areas. Further identified the three main HRD areas as, first the individual development such as skill development, interpersonal skills and career development; second the occupational and group development in which training and development needs occur for group of workers; and lastly organization development.

## **2.4 The Concept of Human Resource Development**

Human Resource Development (HRD) as a concept was first introduced by Leonard Nadler in 1969 in a conference in US. Leonard Nadler defined Human Resource Development as “those learning experience which are organized, for a specific time and designed to bring about the possibility of behavioral change”.

Human resources are considered a specific resource in an organization which influences the success of a company’s goal in terms of improving its competitive position (Wright et al., 1994; Becker & Huselid, 1998). According to Swarajaya (2004), Human Resource Development (HRD) is a positive concept as an area of managing human resources. It is based on the belief that it is imperative and constructive for an organization to invest in human beings to bring substantial benefits in the long run aiming to the overall development of the HR in order to contribute for the well-being of the employees, organization and the society at large.

The term 'HRD' comprises of two words i.e. 'Human Resource' and 'Development' which needs to be defined separately. 'Human resources' in general are the people and their characteristics at work either at the national level or organizational level. As Megginson (1982) discussed, from the national point of view, human resources are knowledge, skills, creative abilities, talents and attitudes obtained in the population while from the viewpoint of the individual enterprise, human resource represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees. Whereas 'Development' is the acquisition of capabilities that are needed to perform the present job or the future expected job. Similarly Uday Kumar Haldar (2009), defined development as the growth of a person's skill and ability through conscious or unconscious learning. Added that Development programs usually include elements of planned study and experiences are frequently supported by coaching or counseling facility.

According to Kelly (2001), HRD is a framework for the expansion of human potential within an organization through the development of individuals and organization to achieve the enhancement of performance. Similarly Michael (1995), define Human resource development as a process of developing the human resource working in an organization by modernizing their knowledge and upgrading their skills, attitudes and perceptions to meet out the changing trends of the globalized economy and moreover to utilize those developments for the attainment of the organizational goals.

Jon and Randy (2011) point out that HRD aims at assisting people to acquire competencies that are being required to perform their duties in an efficient manner and to let the organization ripe the fruits of their know-how and talents. According to (Rao and Pereira: 1986), HRD is a process which is needed to make the people grow continuously and growth of people will ultimately lead to the growth and development of the organization.

As McGuire and Jorgensen (2011) point out, HRD is a high profile activity in many organizations. It is increasingly recognized as playing a pivotal role in the

growth of people and organizations and as a source of competitive advantage. Furthermore, Hamlin and Stewart (2011) identified four core purposes of HRD, which are, to improve individual and group effectiveness; to improve organizational effectiveness and performance; to develop knowledge, skills and competencies and to improve human potential and personal growth.

## **2.5 Human Resource Development practices**

Human resource development practices are programs aimed to be strategically designed and implemented to the organizational process for the purpose of managing the development of human potentials to contribute to the overall success of an organization (Werner and DeSimone, 2006). According to (Swanson and Holton, 2009; Indradevi, 2010) Human resource development practices are programs designed and implemented to improve employee capabilities, so that the employees perform effectively and meet performance expectations.

Nowadays, many authors used the term Human resource development (HRD) to indicate the major functions i.e. training and development, career development and organization development as an organization's investment in the learning and development of its work force as part of an HRM approach (Bratton & Gold, 1999; Swanson & Holton, 2001; Vinesh, 2014). However Bahupedra (2009) define HRD as a planned and systematic approach that comprises training and development, career planning and performance appraisals for organizational development.

Rao (1982) studied and assessed HRD practices on different organizations and observed that performance appraisal system is for regulatory purpose mostly and less for HRD. Further supporting the above point, McLagan (1989) in his study has identified the HRD roles and competencies needed for an effective HRD function. The study recognized a shift from the more traditional training and development topics to a function that included career development and organization development. The study illustrated the relationship between HRM

and HRD functions as a “human resource wheel.” McLagan originally identified three major HRD functions: training and development, career development and organization development.

### **2.5.1 Training and Development**

Training is a systematic process of altering the knowledge, behavior and motivation of employees in a better direction to increase organizational goal and achievements (Glueck, 1982). Similarly to John (2005) training is a planned process to adjust and modify a person’s attitude, knowledge, skill and behavior through applying a learning experience to accomplish effective performance in an activity or variety of activities. MC Kenna and Beech (2008) noted that training is a vehicle of human resource development; it is concerned with improving the skills of employees and enhancing their capacity to cope up with the ever changing demands of the work situation.

The purpose of training is to improve the abilities of members and to fulfill the current and future goal of an organization. Training involves providing employees the knowledge and skills needed to perform a particular job while development is preparing them for future tasks and responsibilities to benefit them in performing their current job through increasing their capacities (Khan, 2012). According to Mondy and Noe (2005), Development involves learning that goes beyond today's job and has a more long-term focus, it prepares employees to keep pace with the organization as it changes and grows. Employee development directly impacts on the organizational ability to satisfy customers, resolve problems and crisis and adopt changing market conditions (Njenga, 2008).

Training plays an essential role in the improvement of employee’s productivity and performance. The application of selecting, recruiting, positioning employees in work do not ensure success alone. Whenever there is a gap between what the job demands or requires and the knowledge and skills of employees, Training programs serves as a means to fill this gap (Abdullah,

2009). Baker (1999) indicated that implementation of formal training and development programs offers several potential advantages to quality job performance in business organizations.

Beardwell and Claydon (2007) indicated that an organization provides training and development programs mainly in two types which can be in the form of internal and external sessions. Internal training occurs when the training is organized in-house by the human resources department and given by the senior staff or any talented staff in the particular department as a resource person, whereas External training is normally arranged outside the firm and is mostly organized by training institutes or consultants. The internal and external training are both essential for all staff and helps in building career positioning and preparing staff for greater challenges. De Cenzo and Robbins (1998) suggested that an organization must provide a constant training and development programs so as every employee will perform well. Moreover implementing the right training and education program will benefit the employer in terms of having a competent, knowledgeable, productive and loyal employee who contributes for the sustainable growth of the organization.

### **2.5.2 Career Development**

Byars and Rue (2004) defined Career development as an ongoing, formalized effort by an organization that focuses on developing and enriching the organization's human resources in light of both the employees' as well as the need of the organization. Similarly Leibowitz et al. (1986) indicated that career development involves an organized, formalized, planned effort to achieve a balance between the individual's career needs and the organization's work force requirements. According to Torrington et al (2005) CD is a set of programs designed to match an individual's needs, abilities and career goals with current and future opportunities in the organization.

Koontz (2005) argued that modern personnel administration has to be futuristic in which it has to look beyond the present tasks, since neither the

requirements of the organization nor the attitudes and ability of employees are constant. Similarly Smbavasima and Kebede (2013) stressed that an organization HRD function cannot be acceptable if it fails to provide its employee's the opportunities to have a brighter and positive perspective in terms of their career development.

Career development involves two distinctive processes; career planning and career management. According to Goel (2009) Career planning involves activities which are performed by an individual with the assistance of counselors and others guidance, to assess and evaluate his or her skills and abilities for the purpose of establishing a realistic career plan. Whereas Career management involves taking all the necessary steps to accomplish that plan, it focuses more on what the organization can do to foster employee career development. Abdullah (2009) discussed that a right and properly applied career planning leads to career development. This will improve the career of every individual executive, which results in adequate and satisfactory progress of the current and future career of every employee in an organization. Jon & Randy (2011) discussed that career development has a strong relationship with the activities of training and development. Career plans can be applied at least in part, through an organization's training programs.

In recent years there has been a debate among scholars on the determination of the party responsible for career development. There are those who considered it to be as the responsibility of the employees (Puah and Anathram, 2006). On the other hand there are others who considered it as being the responsibility of the organization (Herr, 2001). Baruch (2004) while supporting the individual effort perfective in career development also calls for organizational involvement in the career development of its employees. De cenzo and Robbins (2002) are of the opinion that making it an individual's responsibility reduces employee commitment to the organization. Further deliberated that Employer support for career development increases employee trust, job satisfaction, and generally improves employer performance.

Upton & Egan (2003) discussed that career development focuses on the alignment between an individual subjective career features and the more objective career characteristics of the organization to improve the best fit between individual and organizational needs and moreover personal characteristics and career roles.

### **2.5.3 Organization Development**

Cummings and Worley (2005) define organization development as a system wide process and transfer of behavior to the aimed development programs to enhance the strategies, structures, and processes that demonstrate better organizational effectiveness. French and Bell (1999) noted that the improvement of organizations vision, learning and problem solving processes is a long term effort to be accomplished by the support of the top managers and supervisors. Cummings and Worley (2015) incorporates most views and defined Organization development as a system-wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the structures, strategies and processes that lead to organization effectiveness.

Organization development (OD) encompasses macro and micro organizational changes, the macro changes are planned to improve the performance of a firm as a whole, while the micro changes focuses on the improvement of individuals and groups (Jon & Randy, 2011). Mondy and Noe (2005) discussed the tools and techniques used for OD, involves survey feedback, sensitivity training, team building and quality circles. Wilson (2005) stated that OD is a collection of planned change interventions, built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being, OD encompasses the whole organization and may involve the introduction of a new culture or ways of operating.

Harrison (2000) noted that the role of organizational development is to function as a change agent facilitating change by consulting with and advising line

managers on strategies that can be used to effect the desired change. Similarly Jon & Randy (2011) discussed the HRD professionals are involved in an OD intervention where their role is to function as a change agent. They further added that facilitating change often requires consulting with and advising line managers on strategies that can be used to effect the desired change. The HRD expert may also become directly involved in carrying out the intervention strategy by such means as facilitating a meeting of the employees responsible for planning and implementing the actual change process.

Singh (2012) noted that to enhance the wellbeing of employees and organization effectiveness, OD can be performed through an ongoing and collaborative management system of organization culture. Moreover, OD consists of tasks and variables to be attended by the employees such as skills, competence and attitude also tasks to be attended by organization such as, structures and systems (Vijay, 2007).

## **2.6 Human Resource Development process**

HRD is a process of observation, planning, action and review to manage the cognitive capacities, capabilities and behaviors needed to enable and improve individual, team and organizational performance in work organizations (Anderson and Krathwohl, 2001; Stephen Gibb, 2013).

Jon & Randy (2011) assert that HRD programs and interventions can be used to address a wide range of issues and problems in an organization. Moreover, they are used to orient and socialize new employees into the organization, provide skills and knowledge and help individuals and groups become more effective. In order to ensure that these goals are achieved, care must be taken when designing and delivering HRD programs.

In today's changing environment, Human resource at all levels of position needs additional capacity building and opportunity to develop ways on their management thinking (Harris et al. 2006). Regarding this, organizations needs

to be engaged in a continuous employee's management and development programs. Harris et al. (2006) identified the following five HRD processes;

- **Needs Assessment Phase**

The need assessment phase is the first task that an organizations do to identify human resource development needs (Charles, 2006). According to Jon & Randy (2011) identifying needs involves examining the organization, its environment, job tasks, and employee performance whereby this information can be used to define specific HRD objectives, to establish priorities in terms of expanding HRD efforts and establishing evaluation criteria. In this stage it is critical to determine the type, level and duration of training and development, since HRD is a need oriented effort (Bahupedra, 2009). Moreover the need assessment focusing on personal analysis, task analysis and organizational analysis is the dominant framework for identifying organizations HRD.

- **Identify and design objectives**

The second phase of the HRD process involves designing the HRD program or intervention. Once the assessment phase has been completed, the next process is to establish objectives intended to achieve the positive outcome through applying employees capacity building program and it is important to translate the issues identified in that phase into clear objectives for HRD programs. The design phase also includes selecting and developing the content of the program. This means choosing the most appropriate setting for the program (Jon & Randy 2011).

- **Instructional method and media**

Werther & Davis (1996) assert that this phase depends on the program content which are developed through HRD need identification and established objectives. The aim of setting instructional method and media is to provide the intended knowledge and to teach specific skill. Furthermore, the content, method and media must match with the learning style of the participants and with the job requirement of the organization.

- **Implementation of the HRD Program**

The objective of Human resource development program is to enable organization to achieve its goal and programs are identified after having clear objectives in mind (Harris et al., 2006). Furthermore, giving answers to questions like what short or long term objectives are proposed, what skills to be taught and what type of employee development is required, will determine the details and design of the program (Chatterjee,1995).

Jon & Randy (2011) noted that the HRD program (intervention) must be delivered or implemented using the most appropriate means or methods. Further discussed that delivering any HRD program generally presents numerous challenges, such as executing the program as planned, creating an environment that enhances learning and so on.

- **Evaluation and follow-up:**

The final phase of HRD process is program evaluation. This phase verifies the success of the HRD program through identifying whether employees in the program perform the task for which they have been trained (Bhupendra, 2009). The efficiency and effectiveness of the program is commonly interpreted with respect to the desired goals and objective of a certain organization. Milkovich and Boudreau (1991) indicated that main reason for an organization to invest on its HRD program is to improve employee's potential for better performance and to meet a desired goal and objective of an organization. Therefore to assess the effectiveness and efficiency of a firm, evaluation program is a critical mechanism of building effective HRD system.

## **2.7 Principles of Human Resource Development**

In order to have a proper and regular development of the human resource in every organization the principles stated below must be kept in mind during the framing of an HRD system.

- **Development of organizational capability:** Deb (2010) point out that the growth and development of an organization and its work force are the basis of ideal HRD system. The competencies include overall development of the employee's potential in terms of physical, technical, psychological and moral development and this should be organized according to the goal of the organization.
- **Potential maximization:** according to Habib (2012) one essential role of HRD system is to identify the hidden potential of an employee that enables to be competent to utilize their knowledge and skill that can benefit an organization to accomplish its business goal and objectives.
- **Participative decision-making:** Habib (2012) suggested that in the system of building human resource development, the top managers should encourage their subordinates to participate in the process so as to create a favorable working environment where every employee are free to discuss their issues and where their suggestion be welcomed.
- **Maximum delegation:** According to Deb (2010) this principle indicates that to develop a pleasant environment there should be a prevalence of organization responsibility delegation such as, sharing responsibilities of authorities with subordinates.
- **Autonomy maximization:** this principle refers to the degree of independence offered to employees at work to handle and perform their duty in their own way. An organization must provide a proper HRD system that gives employees a certain level of autonomy that enables them to handle their work on their own (Singh, 2012).
- **Change management:** as to this principle people usually resist change. To remain on track and to be competitive in this changing environment, organization and its human capital need to be proactive and flexible in adapting changes. The prevalence of good human resource development (HRD) system will balance the gap between organizational culture and the changing culture (Deb, 2010).

- **Periodic Review:** according to this principle the HRD functions such as training and development, career planning and development and counseling should be renewed and reviewed regularly at a certain periodic intervals to improve employees and to build a good HRD practice (Swartz, 2010).

## **2.8 Benefits of Human Resource Development**

Tanvir (2008) stated “Not gold and silver but only human resource of a nation can make a nation great and strong.” In the present scenario of globalization and liberalization, it is very important to understand the real value of the people in any organization. To keep the pace with the ever changing environment, organizations must develop and allow its people to grow. HRD is needed by any organization that wants to be dynamic and a survivor in the present scenario of cut-throat competition (Deb, 2010). In respect to this, the component of HR that transforms other resources to be useful and productive benefits the growth and development of a country (Gupta, 2008). Rao and Pereira (1986) noted that Human Resource Development aims at assisting people to acquire competencies that are being required to perform their duties in an efficient manner and to let organization ripe the fruits of the know-how and talents of their employees.

According to Armstrong (2006) the fundamental purpose of HRD system is to enrich resource competence in accordance with the belief that the human resource of an organization is a major basis to gain competitive advantage. It is based on ensuring the right quality people are the key element to meet present and future needs. Therefore this can be achieved through creating a clear and comprehensive structure for the development of people. Furthermore, Armstrong (2006) stated that the specific objective of HRD is to develop intellectual capital that can promote an individual, group and organizational learning through creating a learning culture and to foster an environment that

inspire employees to learn and develop themselves where by knowledge and skills are achieved systematically.

As outlined by Rao (2005), Human resource development as a process and as an activity plays a key role in identifying the hidden potential of human resource employed in an organization and to polish their talents, skills and technical knowledge in order to develop them and to prepare them for facing the challenges on their own. HRD focuses on need contentment through recognition and achievement. Through applying a proper HRD system, employees become more committed towards their job and people are evaluated on the basis of their performance (Deb: 2010). For that reason, HRD is considered as a critical factor for a better relations, productivity and profitability of any organization.

## **2.9 Empirical Review**

A study on Human Resource development conducted by Vidya A. Salokhe (2002) indicated that HRD implies an effort aimed at qualitative improvement of human beings in their specific role as assets of an organization. He noted that people are the organizations singularly important and valuable resources so they need to be developed in terms of their knowledge, skill and attitude for achieving their personal as well as organizational goals.

Bharwaj, Rupali and Khandelwal, (1993) in their study entitled 'Human Resource Development: A key to organizational Effectiveness'. The study linked HRD managers, line managers and top management for successful implementation of HRD practices and after reviewing several case studies and experiences they have identified major keys factors to organizational excellence namely; mission, vision of excellence, core values, style of management, management systems and structure and organizational renewal processes.

Mishra and Bhardwaj (2002) in their research entitled 'The Human Resource Development climate - an empirical study among private sector manager'. They

have examined the nature and extent of HRD climate over the hierarchical levels in large private sector organizations located in eastern parts of India. They have concluded that the HRD climate prevailing in private sector organizations was good and satisfactory. Further they recommended that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for imparting training to the employees.

Chand & Katou (2007) conducted a research on Indian hotel industry covering 439 hotels. The study revealed that Hotel performance is positively associated with HR system of training and development, recruitment and selection, manpower planning, job design, quality circles and pay system. The study also shows that the Hotels that belong to chain category and focus on best HRM practices achieve higher performance as compared to other category. Similarly Samart Plangpramool (2016) in his study entitled 'Human Resource Development in Hospitality Industry: A Case Study of Training Need Analysis for Hotel Sector'. The study determined the importance of human resource development and the training need analysis of leading five star hotels in Thailand. Based on the findings he suggested that it is fruitful to measure the effectiveness of training need analysis which is done by training or human resource development department of the hotel so as to improve staff's productivity and career growth.

Kebede and Sambasivam (2013) conducted a study with the objective of investigating the practices, strategic orientation and managers' awareness towards the concept of HRD in Ethiopia. On this study, based on the finding the researches came in to conclusion that the managers are aware of career development as one function of HRD. Moreover the finding of the study has indicated that Human resource development is critical in supporting strategic role and shaping the overall strategy of a firm.

Rao (1982) studied and assessed the HRD practices on 45 organizations. According to the study he concluded that Performance appraisal system is for regulatory purpose mostly and less for HRD development. He further indicated

that salary increment used as a reward mechanism, potential appraisal system is not well practiced and Training is well attended by employees.

Mudor and Tooksoon (2011) have examined the relationship between HR practices with job satisfaction and turnover and the finding of the study revealed that they are positively related. Similarly Altarawmneh and al-Kilani (2010) conducted a research entitled 'The impact of HRD practices on employees' turnover intentions'. The finding indicated that HRD practices had a significant effect on employees' turnover intentions. Saks and Rotman (2006) have also concluded that job characteristics such as autonomy and feedback foster work engagement while a higher level of work engagement subsequently lowers employees' intention to quit their job.

The study conducted by Battol and Battol (2012) reveals a positive relation between training and development and competitive advantage. Another study conducted in UK by Jones et al. (2008) and Gazioglu & Tansel (2006) also signifies the positive role of job training on employee job satisfaction. Also Ebiringa & Okorafor (2010) in their study indicated the critical value of on-the-job training as the most significant human capital development index and stressed that it will increase small and medium enterprises performance. Furthermore Lapla and Benstel (1999) in their study assessed the role of training and innovation in work place performance productivity. They observed that training leads to an increase in the quality of labor, by equipping employees with greater skills and knowledge. Moreover recommended, training needs to be provided as per changes in demographics of employees, increasing job complexity technology and competition.

Okechukwu & Tonye (2014) indicated three major findings in their study: HRD practice of training and development provides their employees with greater intrinsic rewards than other traditional HRD tools; there is a significant relationship between Human resource development (HRD) practices (training and development) and increased employees' motivation or commitment and organizational productivity.

Venkat (2013) in his study try to find out impact of globalization on HR practices, he made a conclusion that HR practices have to be applied with different strategy in order to survive in the globalized world.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

The purpose of the study is to assess the Human resource development practices in Jupiter International Hotel. Under this chapter the research design and methodology used in the study are presented. This includes, research approach and design, target population and sample size, the data source and types, data collection instrument used in the data analysis are discussed.

#### **3.1 Research Design and Approach**

The research design basically outlines the activities that are essential to execute the research. According to Cooper (2006), the research design provides an operational frame within which facts will be placed, processed through analyzing procedures and valuable research output is produced. The research design used in this study is descriptive type and studies the Human resource development practices in Jupiter international hotel. The study adopted both qualitative and quantitative methods to obtain the desired results of the Hotel and to explore detailed evidence about the problems. According to Creswell (2003) using both type of method will help to balance the limitations inherent with one approach with the strength of the other.

#### **3.2 Population of the Study**

The target populations of the study are employees of JIH in both the supervisory and non-supervisory level. From the two hotel branch and the Headquarter, the study will be conducted in the main and largest property due to the limited time. Currently from the hotel payroll the total populations of the hotel is 305. However the target populations for this study are employees working on the main branch, therefore the total number of employees in Cazanchis branch are 184 which will be considered as a target population for this study.

### **3.3 Sample size and Sampling technique**

A sample has been identified as a part of the target population and researchers should carefully select the sample to represent the population of the study. This becomes necessary as the entire population cannot be studied due to the size, inaccessibility, time and financial constraints.

#### **3.3.1 Sample Size**

In order to determine the sample size of the population, the study used Yamane's (1967) formula with 95% confidence and 5% acceptable sampling error. Based on the following formula 126 employees were taken as a sample from the total population of 184.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= is the required sample size

N= is the population size

e=the acceptable sampling error (Yamane Taro 1967)

$$n = 184 / (1 + 184(0.05)^2)$$

$$n = 126$$

#### **3.3.2 Sampling technique**

In this research two strata's are created for the purposes of administering questionnaires: supervisory (managerial) and non-supervisory. Stratified random sampling is a sample obtained by separating the population into homogenous groups called strata and then select a sample from each stratum using the proportional size of the stratum. A stratified random sampling allows us to take into account the different subgroups of people in the population and helps guarantee that the sample accurately represents the population on

specific characteristics. The population of the study was classified in two stratum, supervisory and non-supervisory staffs.

The lists of the participants were taken from sample frame (payroll) of the hotel. Samples from each stratum were selected by using the following equation.

**Table 3.1: Sample Size for the Study**

<b>Stratum</b>	<b>No of employees</b>	<b>Sample size proportion</b>
Supervisory (Managerial)	19	$0.69 \times 19 = 13$
Non-supervisory	165	$0.69 \times 165 = 113$
Total	184	126

*Source: Jupiter International Hotel Human resource department*

### **3.4 Data type and source**

For the purpose of this study, relevant information gathered from primary and secondary sources. According to Williams (2007), there are two types of data, primary and secondary. The primary data are those gathered for the first time and afresh and thus collected for the case at hand. Whereas secondary data are data's that have been previously collected for some purpose other than the one at hand. For this study primary data were collected through observation, questionnaires and interviews with the employee to understand the HRD practices of the hotel. To supplement the primary data, secondary sources were also collected through extensive review of published and unpublished documents, books, journals, articles, reports and papers.

### **3.5 Data Collection Instruments**

The study used Questionnaire and Interview as a data collection instruments in order to increase the breadth of information obtained from the respondents in relation to Human resource development practices in Jupiter International Hotel (JIH).

**Questionnaire:** The questionnaire method is selected among the various types of survey methods to gather primary data because of its simplicity, reliability

and also because people respond more freely with a questionnaire. In this study structured questionnaire were prepared in the form of Likert scale to collect the required data in relation to the HRD practices. Most of the questions in the questionnaire were developed from the review of related literature and were adapted to the current study.

**Interview:** Interview was the other type of data collection instrument used in the study. To increase an insight on the thoughts and feeling of respondents regarding the issue of HRD a person to person discussion is important. Accordingly, the purpose of the interview was to substantiate the results obtained from the questionnaire thereby to get a greater depth of information. The interview questions were prepared in a structured and semi structured type consisting total of 9 questions to be asked to management members of the Hotel.

### **3.6 Method of Data analysis**

The researcher collected, organized and prepared the different data depending on the sources of information. Then the data were analyzed quantitatively and qualitatively according to the nature of the data. The data collected from questionnaire were analyzed through quantitative descriptive statistical tools such as frequencies, percentages, mean and standard deviation using SPSS computer software version 25. While qualitative data obtained through interviews and documents were analyzed qualitatively in sentence form. The advantage of using both quantitative and qualitative research methods is the former can be used to measure outcomes while the latter can provide a greater depth of understanding about complex interactions, tacit processes and hidden beliefs and values. Finally, the results were discussed and interpreted to draw important findings, conclusions and recommendations.

### 3.7 Reliability and Validity

To confirm the validity and reliability of the data gathered and to achieve the aim of study the researcher gave due care to this issue. The validity of the study was confirmed through the use of review literatures and use of instruments used by other researchers and finally the researcher material was confirmed by the advisor. The researcher calculated reliability test through Cronbach's alpha method by using SPSS for factors selected in the study. As it's known, when the value of items calculated by Cronbach's alpha is greater than 0.70 that indicates there is confidence of reliability.

**Table 3.2: Results of reliability analysis**

<b>Factors</b>	<b>Cronbach's Alpha</b>	<b>No of items</b>
HRD practices	.891	7
Training and Development	.910	7
Career Development	.861	6
Organization Development	.909	8
Administration of HRD	.957	10
<b>Total</b>		38

*Source: SPSS Output, 2020*

### 3.8 Ethical Consideration

A researcher conducting a study that involves human subjects has an inherent responsibility to protect and inform participants (Bloomberg & Volpe, 2012). For this study the researcher addressed ethical consideration of confidentiality and privacy in which it takes into account the ethical obligations to all involved in the study. The researcher abides by the rules and regulations of the University and conduct the study on the basis of objective judgment. The data were collected with the full consent of the participants and they were aware about the purpose of the study. Moreover the survey was collected from respondents who were voluntary to give their answers.

# **CHAPTER FOUR**

## **DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION**

### **4.1 INTRODUCTION**

This chapter presents the analysis and discussions of the data gathered from the respondents through questionnaire and interview. The study tried to assess the HRD practices in Jupiter International Hotel. In this chapter the major findings of the study were analyzed and discussed in line with the stated specific objectives that lead to draw conclusions and recommendations. The data analysis was performed by using SPSS software Version 25. The demographic analysis was conducted using frequencies and percentages. Descriptive analysis was conducted to examine the mean and standard deviation of the HRD practices.

### **4.2 Response Rate on Questionnaire**

For this study, questionnaires were distributed through online to 126 employees. Among these 108 of the employees have filled the questionnaires properly and submitted, while 18 employees were not able to give their response, that result in a response rate of 85.7%.

### **4.3 Profile of the respondents**

In this part, the analysis of the demographic data gathered from the respondents is presented using frequencies and percentages. The general respondent's characteristics includes: sex, age, educational level and work experience, which is presented in Table 4.1 below.

**Table 4.1: Profile Characteristics of the Respondents**

<b>Item</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender of respondents</b>	Male	55	50.9
	Female	53	49.1
	Total	108	100.0
<b>Age of respondents</b>	18-24 years	18	16.7
	25-35 years	58	53.7
	36-45 years	26	24.1
	Above 46	6	5.6
	Total	108	100.0
<b>Education Level of Respondents</b>	Certificate	16	14.8
	Diploma	26	24.1
	First Degree	60	55.6
	Masters & above	6	5.6
	Total	108	100.0
<b>Work experience of the respondents</b>	Less than 1 year	39	36.1
	1-3 years	42	38.9
	4-6 years	21	19.4
	Above 7 years	6	5.6
	Total	108	100.0

*Source: Survey data (2020)*

As shown in Table 4.1, from the total 108 samples taken, 55(50.9%) are male and the remaining 53(49.1%) are female. Employees who are in the age group between 25-35 years cover 58(53.7%) of the total number of respondents. Other 26(24.1%) respondents fall between the age group 36-45, where 18(16.7%) of the respondents are in the age group of 18-24 and the remaining 6(5.6%) are above 46. Regarding to the educational status of participants, 60(55.6%) of the respondents are BA/BSC Degree holders, 26(24.1%) of employees are diploma holders, 16(14%) of the respondents have certificates and the remaining

6(5.6%) are MA/MSc Degree holders. The majority of the respondents 42(38.9%) have worked between 1-3 years in the hotel. On the other hand 39(36.1%) of the staffs have less than 1 years of experience, other 21(19.4%) of the respondents have 4-6 years and the remaining respondents 6(5.6%) have worked above 7 years in the hotel. Thus, it can be concluded that, the respondents participated in the study in terms of gender are almost equal, the majority of respondents are in the age group between 25-35 years, BA/BSc degree holders and have been working in the hotel from 1 to 3 years. The respondents participated in this study have all the required knowledge to respond to the questions raised on the aspects of HRD practices of the hotel.

#### **4.4 Descriptive Statistics of Scale type Questionnaire**

The feedback of the respondents for the variables indicated below were measured on five point Likert scale with measurement value 1= strongly disagree indicating (very much dissatisfied), 2= Disagree (not satisfied), 3= Neutral (uncertain), 4= Agree (satisfied) and 5= strongly agree (very satisfied). Moreover in this part descriptive statistics in the form of mean and standard deviation were presented to illustrate the response of participants. In this case, for the purpose of interpretation the translation of level ranking is analyzed based on the following criteria designed by Best (1977) as cited by (Adugna, 2014); Agreement level 1.00-1.80 means strongly disagree, Agreement level 1.81-2.60 means disagree, Agreement level 2.61-3.40 means neutral, Agreement level 3.41-4.20 means agree and Agreement level 4.21-5 means Strongly Agree. To analyze the collected data statistical procedures were carried out using SPSS version 25 software. Furthermore results of the interview questions are integrated to the responses obtained from questionnaire.

#### **4.5 HRD practices in Jupiter International Hotel**

HRD practice is a continuous process, a well-planned HRD system must be a central part of human resource management in every organization. As per the information obtained from key informants, the hotel has been engaged in HRD

practices from its establishment, the practices performed in the hotel has developed through time. The data collected from the respondents in regarding to HRD practices has been analyzed and discussed below.

**Table 4.2: Statistical review of HRD practices**

No	Items		1=Strongly disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree	M	S.D
1	Employees are benefited from HRD practices in JIH	N	1	6	11	56	34	4.07	.851
		%	.9	5.6	10.2	51.9	31.5		
2	HRD practices (training) in JIH has helped employees to improve their performance	N	3	5	7	55	38	4.11	.921
		%	2.8	4.6	6.5	50.9	35.2		
3	The HRD practice enable employees to perform their work with greater accuracy and precisely	N	2	7	13	56	30	3.97	.912
		%	1.9	6.5	12.0	51.9	27.8		
4	The HRD practice provided in JIH can benefit the hotel to remain competitive among other hotels	N	1	8	12	51	36	4.05	.911
		%	.9	7.4	11.1	47.2	33.3		
5	HRD practice in JIH reduces the employee turnover rate	N	5	14	28	42	19	3.52	1.072
		%	4.6	13.0	25.9	38.9	17.6		
6	Because of the knowledge, skills and attitude that employees received from the education/training, they are serving customers properly	N		3	11	65	29	4.11	.688
		%		2.8	10.2	60.2	26.9		
7	The HRD practices and activities in JIH are aligned with the business goal of the hotel	N		6	14	45	43	4.16	.856
		%		5.6	13.0	41.7	39.8		
<b>Aggregate Mean= 3.99</b>									

Source: Organized form survey data

The above table was regarding the HRD practices in the hotel where related variables are analyzed. On item number one in the questionnaire that asked whether employees are benefited from the HRD practices of JIH, greater part of the respondents as table 4.2 indicated, 31.5% strongly agreed and 51.9% of total respondents agreed that employees are benefited in the HRD practices of the hotel where as 5.6% and 10.2% of respondents responded on disagree and neutral respectively. This shows that majority of employees believes that they are benefited from the HRD practices of the hotel. Moreover the mean value of 4.07 and standard deviation 0.851 indicates most of the respondents agreed with the presence HRD practices of the hotel.

During the interview session the managers said that the hotel design and provide training in considering whether it really develops and benefits employee's not only in work relating trainings but also in terms of their personal development such as life skill development and attitude which clearly implies that the organization strives in developing its human potential in both a way that benefits the employee and the organization.

For the second item, when asked the HRD practices' (training) in JIH has helped employees to improve their performance. The mean value of 4.11 and standard deviation 0.921 indicated that most employees agreed that the HRD practice is helping them to improve their performance in the hotel. Around 2.8% and 4.6% of respondents responded strongly disagree and disagree respectively. This shows that even if the majority of the respondents agreed that their performance is improving with the HRD practices however some of the respondents claim to believe the HRD practice is not improving their Performance.

In the interview session, the managers replied that HRD practices (training) is helping in improving employees' performance overall. However the effect of the training on employees' performance is less than the expectation of the organization. Most of the employees are performing well however they believe that effect of the training is not effectively addressed among all employees.

The third item on the table asked whether the HRD practice enable employees to perform their work with greater accuracy and precisely. Most respondents had positive response which is described by the mean value of 3.97 and standard deviation of 0.912.

When we come to the fourth sub-construct i.e. The HRD practice provided in JIH can benefit the hotel to remain competitive among other hotels. Most of the respondents representing 51% agreed and 36% of them have strongly agreed. This implies that the majority of respondents believe that the hotel is doing well in its HRD practices that enable it to remain competitive. However 7.4% disagree and 11.1% responded neutral; this shows that there are some employees who disagree and are uncertain on the case described. This implies that the hotel needs to actively work on its HRD practices to remain competitive.

In the table 4.2 above, the fifth sub-construct i.e. HRD practice in JIH reduces the employee turnover rate accordingly the mean value of 3.52 and standard deviation of 1.072, which indicates respondents agreed the HRD practice will reduce turnover rate. However comparing to the other sub-construct it has a lower mean value. Moreover 4.6% responded strongly disagree, 13% disagree and 25.9% of employee's responded neutral. From this result one can infer that relatively there are respondents who claim to believe the HRD practices will not reduce the turnover rate in the hotel.

In the information gathered from interview, there is a high employee turnover rate in Jupiter which is also becoming a common problem in the hotel industry. Moreover as we can see on the demographic part of the study most of respondents have only 1 to 3 years of experience and less than a year of experience in the hotel which clearly shows that there is a high turnover rate in the organization. However in Jupiter the majority of turnover rate lays on the less experienced employee than the experienced one. The managers stated that even if most of the employees that leave the hotel are less experienced it still has a huge effect since the hotel invests on human capital from day one. Furthermore the hotel is investing and working on HRD practices to keep all

employees and it strives to benefit every employee in terms of its HRD practices. The managers replied that the hotel always actively works to develop its human potential in terms of knowledge, skill and capability to become in a better position in the future. However they said it's hard to say if the HRD practice is reducing the turnover rate indeed.

The Table 4.2 above, the sixth sub-construct i.e. Because of the knowledge, skills and attitude that employees received from the education/training, they are serving customers properly reveals that the majority of respondents over 60.2% responded agree and 26.9% strongly agreed. While 2.8% and 10.2% respondents responded disagree and neutral respectively. This implies that the employees are serving customers well from the HRD practice of the hotel.

On the last item, when employees are asked whether the HRD practices and activities in JIH are aligned with the business goal of the hotel. The mean value of 4.16 and standard deviation 0.856 for this question indicated that most of the respondents agreed that the HRD practices are aligned with the business goal of the hotel. However 5.6% of respondents disagreed and 13% of the respondents remain neutral to this factor. As it is a critical factor and also one of the prerequisites for the hotel. This shows the hotel to some extent failed to align the HRD practice to its business goal.

Moreover, as the managers point out during the interview every employee from 13 department starting from housekeeping to that of the highest level such as finance, reservation and marketing are expected to know the vision, mission, goal and objective of the organization. For this reason the hotel gives memorization training program quarterly for all employees in every department. The hotel believes that it is a critical factor for employees to know the reason why they work in the organization.

## 4.6 Employees' Perception in the Practice of Training and Development

As indicated earlier, a learning organization is one of the core values of the hotel therefore the hotel works on developing the human potential through applying different mechanisms. Training and development infers to the systematic process of developing the skills and competencies for present and future roles and responsibilities of human resource. The skills and performance of people is critical for the competitive success of every organization. The data collected from the respondents in regarding Training and development has been analyzed and discussed below.

**Table 4.3: Statistical review of Training and Development practices**

No	Items		1=Strongly disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree	M	S.D
1	JIH has good training & development programs	N		3	11	58	36	4.18	.721
		%		2.8	10.2	53.7	33.3		
2	JIH assesses employee training needs	N		2	18	56	32	4.09	.730
		%		1.9	16.7	51.9	29.6		
3	JIH sets performance goals and objectives	N		1	12	59	36	4.20	.666
		%		.9	11.1	54.6	33.3		
4	The hotel plans developmental strategies accordingly	N		6	10	63	29	4.06	.765
		%		5.6	9.3	58.3	26.9		
5	JIH assesses the available aids for internal and external training and development	N	3	5	17	53	30	3.94	.936
		%	2.8	4.6	15.7	49.1	27.8		
6	JIH develop strategies for training, programs and modules	N	1		13	68	26	4.09	.663
		%	.9		12.0	63.0	24.1		

7	The hotel evaluate training efforts	<i>N</i>		5	17	57	29	4.02	.785
		%		4.6	15.7	52.8	26.9		
<b>Aggregate Mean= 4.08</b>									

*Source: Organized form survey data*

In the table above, the scored mean value for the first sub-construct i.e. JIH has good training and development program is 4.18 and with the standard deviation 0.721, indicating that the majority of respondents agreed in their response with the case described. Only 2.8% of respondents disagreed and 10.2% of employees remained indifferent. This result infers that the hotel provides a proper and good training and development programs to improve performance and achieve organization objectives through upgrading the knowledge and skills of employees.

As shown on the table in item two, 51% of participants agreed, whereas 29.6% responded strongly agree that the hotel assesses employee training needs. 16.7% remained indifferent and the remaining 2(1.9%) respondents Disagreed. The mean value for 4.09 also describes their agreement. In the hotel as the finding implies training needs assessment is well implemented which is a determining factor for human resource development.

Coming to the third sub-construct i.e. setting performance goals and objectives, the average scored mean value of respondents is 4.20 with the standard deviation 0.666. This shows that the majority respondents agreed. Whereas 12 (11.1%) of respondents remain neutral.

In the table 4.3 above, the forth sub-construct i.e. planning development strategies, accordingly 58.3% of respondents responded agree and whereas 5.6% respondents disagree and 9.3% remains neutral. This shows the hotel is doing well in planning development strategies, as it is the key factors for continuous employee and organizational development the hotel needs some improvement on this perspective.

As shown on the table in item 5 when asked about the assessment of the aids for internal and external training and development, 49% of participants agreed on the described case. On the other hand 2.8% responded strongly disagree, whereas 4.6% responded disagree and 15.7% remains neutral and with the mean value 3.94 and standard deviation was 0.936. Moreover the mean value for this sub-construct is lower than the other sub-constructs. This implies that there are unsatisfied employees that believe the hotel lacks to balance internal and external training in the organization.

As it can be shown from the table 4.3 above, considering the development of training schedules and modules in the hotel the respondents scored mean value of 4.09 and standard deviation of 0.663, where majority of the participants i.e. 63% have responded agreed. This shows that the hotel develops strategies for training, programs and modules.

Moreover the informants in the interview session responded that the hotel is doing well in identifying training needs, planning development strategies, setting performance goals and objectives, assessing aids for internal and external training. However the managers also stated that 70% of the training is conducted by the internal staff such as the director, manager and supervisors. And they believed that the hotel lacks to balance providing Internal and external training which is a key factor in hotel sector that can help the organization to remain on track in this competitive environment.

The last item of the above table is evaluation of training efforts. Evaluation is the final phase of the HRD (Training) program. It is a way to verify the achievement of the program in which whether the employees taking the program will do their tasks for which they have been trained. Accordingly 52.8% respondents agreed that the hotel is evaluating training efforts. However 4.6% and 15.7% of respondents disagree and remain neutral respectively. This has an implication that the organization needs to work on evaluating trainings

whether the trainings provided are effective enough for the development of employees to benefit both the organization and employees.

As per the information received from the managers, the hotel is not actively engaged in training evaluation programs; after training is given the employees will be giving their feedback simply writing it in a logbook. Moreover the managers said that training evaluation is not well conducted in the hotel and the organization is not effective to help trainees to get feedback for their improvement and efficiency to find out to what extent the objective is achieved.

#### **4.7 Employees' Perception in the Practice of Career Development**

In this section the study presents HRD practice from career development aspect based on the information obtained from the respondents and has been analyzed and discussed below.

**Table 4.4: Statistical review of Career development practices**

No	Items		1=Strongly disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree	M	S.D
1	The hotel is doing well in working to improve career development	N		3	19	56	30	4.05	.754
		%		2.8	17.6	51.9	27.8		
2	The hotel always strives for upgrading employee's potential	N	1	2	19	57	29	4.03	.779
		%	.9	1.9	17.6	52.8	26.9		
3	The hotel has good career planning and development	N		4	17	55	32	4.06	.777
		%		3.7	15.7	50.9	29.6		
4	The hotel integrates HRD with organizational objectives	N	1	2	17	56	32	4.07	.782
		%	.9	1.9	15.7	51.9	29.6		
5	There is good counseling center in the hotel that benefits all employees	N	3	15	38	29	23	3.50	1.063
		%	2.8	13.9	35.2	26.9	21.3		

6	Career development in JIH reduces employees' turnover rate	N	5	4	25	53	21	3.75	.968
		%	4.6	3.7	23.1	49.1	19.4		
<b>Aggregate Mean= 3.91</b>									

*Source: Organized form survey data*

The above table indicates the result of respondent answers regarding Career development. The first item asked the respondents if the hotel is doing well in working to improve career development and 2.8% of them disagreed, 17.6% neither agreed nor disagreed and 51.9% of employees agreed with the premise. The scored mean value is 4.05, from this fact one can infer that the hotel is in a good position to consider continuous employees professional development and this implies that the hotel is effectively doing well in terms of career development. However some of the respondents show that they disagree on the case discussed and also there are respondents who responded neutral. Therefore the hotel still needs to work on improving career development.

On item two on the above table greater number of respondents representing 52.8% have agreed and 26.9% choose strongly agreed whereas only n=3 (2%) and n=1 (0.9%) of respondents replied disagree and strongly disagree respectively. And 17.6% of the participants remain indifferent. The scored mean value 4.03. This indicates that the hotel is in a good position to upgrade the employees' potential.

Regarding the third item in the above table i.e. the hotel has good career planning and development. 50.9% have agreed and 29.6% have responded strongly agreed. On the other hand n=4 (3.7%) of the participants disagree whereas 15.7% of them remains neutral. This clearly shows that the organization has overall good career planning and development. From this sub-construct one can clearly conclude that the hotel is in a position to consider career planning and development as greatest importance for the growth of employees in accordance with the training, education, job search and work experience.

The fourth item asked the respondents if the hotel integrates HRD with organizational objectives and n=1(0.9%) strongly disagree, n=3(1.9%) of them disagreed, 15.7% neither agreed nor disagreed and 51.9% of employees agreed whereas 29.6% strongly agreed with the premise. The scored mean value is 4.07 with a standard deviation of 0.782. In this analysis it can be inferred that the respondents agree with integration of HRD to the organizational objectives of the hotel, indicating that respondents are satisfied with the case raised out.

On item five on the above table, employees where asked if there is a good counseling center in the hotel that benefits all employees. Most of the respondents responded neutral representing 35.2%, whereas n=3(2.8) and n=15(13.9%) of the participants responded strongly disagree and disagree respectively. On the other hand 26.9% and 21.3% respondents responded agree and strongly agree respectively. This shows that the majority of the respondents were “neutral” which conveys that the respondents were uncertain and also there are employees who are dissatisfied with the case described. This implies the hotel lacks to build effective counseling center which is considered to be crucial factor in facilitating human resource development, and where employees counseling is considered as the determinant factor to build good HRD.

As it is indicated in Table 4.4 above, the respondents were asked to scale the measurement i.e. the career development in JIH reduces employees’ turnover. They responded having a scored mean value of 3.75 this shows that the respondents agree about the career development reducing employee turnover with standard deviation 0.968. Even if the mean score shows that the respondents agree with the case discussed n=5(4.6%) and 4(3.7%) of the respondents have replied strongly disagree and disagree respectively, 23.1% of employees responded neutral. This implies that career development is not well enough practiced to reduce the employee turnover rate in the hotel.

From the information gathered through interview, the succession plan is a career development plan implemented annually in the hotel where 15 to 18

employees are selected from each department as future successors and accordingly training programs are conducted specifically for those selected in the succession plan program. Leadership and emotional intelligence are among the trainings programs that are conducted and also they have the exposure to see how the external environment looks like to do business. Moreover the managers replied that this plan is helping both the employee and the organization in which whenever there is a vacant position employees are selected internally where at the same time benefiting the organization from recruiting new employees externally which will help it in reducing cost relating to hiring new employees.

#### 4.8 Employees' Perception on Organization development

In regard to organization development the respondents were given the following statements to convey their degree of agreement as stated in Table 4.5 below.

**Table 4.5: Statistical review of Organization development**

No	Items		1=Strongly disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree	M	S.D
1	There is good management with required profession	N	2	7	14	65	20	3.87	.855
		%	1.9	6.5	13.0	60.2	18.5		
2	There is good culture of openness	N		5	26	50	27	3.92	.822
		%		4.6	24.1	46.3	25.0		
3	The hotel follows effective cost minimization system	N	3	6	21	47	31	3.90	.976
		%	2.8	5.6	19.4	43.5	28.7		
4	There is good credibility and fairness of top management	N	1	6	22	57	22	3.86	.837
		%	.9	5.6	20.4	52.8	20.4		
5	There is encouraging problem solving culture in the hotel	N		5	19	52	32	4.03	.814
		%		4.6	17.6	48.1	29.6		

6	There is good team spirit	N			10	50	48	4.35	.646
		%			9.3	46.3	44.4		
7	The hotel uses sound recruitment systems	N	3	1	21	56	27	3.95	.858
		%	2.8	.9	19.4	51.9	25.0		
8	There is a better compensation and Job security	N	1	7	29	45	26	3.81	.908
		%	.9	6.5	26.9	41.7	24.1		
<b>Aggregate Mean= 3.96</b>									

*Source: Organized form survey data*

The above table indicates the frequency distribution of respondent's answers regarding the issues of organization development. From the above table it is possible to draw the following facts. The first item asked the respondents if there is good management with required profession, due to this n=2(1.9%) and n=7(6.5%) responded strongly disagree and disagreed respectively, 13% neither agreed nor disagreed and majority of respondents responded agree representing 60.2%. The mean score value is 3.87 which indicates respondents agree with the case discussed. This shows that the hotel is composed of professionals with effective management system.

Moreover the Table above also reveals that, the scored mean value of the respondents' response on the sub-constructs i.e. culture of openness, effective cost minimization system and good credibility and fairness of top management which fall between of 3.86 - 3.92. This depicts that the majority of the respondents agree and they were satisfied with the cases described. However on each of those three described cases there are also some respondents which replied disagree and neutral.

On item five, 48.1% and 29.6% of the respondents replied agreed and strongly agree respectively. Whereas n=5(4.6%) and 17.6% responded disagree and neutral respectively. And with the mean value 4.03 which indicates that the respondents agree that there is encouraging problem solving culture in the hotel.

Regarding item six on the above table, when respondents asked if there is good team spirit in the hotel, majority of the respondents responded strongly agree with the scored mean value of 4.35. This clearly implies that the hotel incredibly supports team building and the culture of working together which will encourage them to love their work and the environment of work place.

From the information gathered in the interview managers replied that, one factor that initiates employees to work in the organization is the team spirit. The hotel always support team building activities and believes since all employees work in that organization to achieve the same goal every employee should have good work relation within the employee of every department.

In addition the above Table shows that, the scored mean value of the respondents' response on the sub-constructs i.e. the hotel uses sound recruitment system and there is a better compensation and job security which is 3.95 and 3.81 respectively. This indicates that the majority of the respondents agree and they were satisfied with the cases described. However respondents replied disagree representing n=7(6.5%) and 26.9% responded neutral for. This implies that the respondents were also dissatisfied and uncertain on the compensation and job security.

In addition the above Table shows that, the scored mean value of the respondents' response on the sub-constructs i.e. the hotel uses sound recruitment system is 3.95, which indicates employees' agreement.

From the interview session managers responded regarding the recruitment system that unless it is a specific area or position that requires an experienced person the hotel as a strategy hires fresh graduates from different universities who have no work experience before so that they will learn the culture and work system of the hotel in a fresh mind, which shows that the hotel is playing a huge role to reduce unemployment rate in the country. And since the newly hired employees have no work experience before, the hotel invests a lot in developing them starting from induction programs to the follow up program, in

which training programs are provided by their managers from each department. Then their performance will be evaluated by their managers to identify their progress in their work.

However when respondents asked if there is better compensation and job security, replied disagree representing n=7(6.5%) and 26.9% responded neutral and with the mean value 3.81. This implies that the respondents were dissatisfied and uncertain on the compensation and job security.

During the interview some of the respondents said that most of the employees are not happy with their salary especially when they compare it with other local international hotels. This implies the hotel is not effective enough to improve the compensation rate. The respondents added that even if compensation is important factor, other than money made them happy in their job to work in the organization.

#### **4.9 Respondent's Perception on How HRD is administered**

The primary purpose of HRD is to enhance and upgrade an organization to increase its enabling capacities. This includes development of human potential, improvement of organizational health and improvement of problem solving capabilities and increased employee participation and commitment. The information obtained from the respondents has been analyzed and discussed below.

**Table 4.6: Statistical review of How HRD is administered**

No	Items		1=Strongly disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree	M	S.D
1	Good personal analysis	N		7	14	72	15	3.88	.720
		%		6.5	13.0	66.7	13.9		
2	Appropriate job analysis	N	1	2	20	66	19	3.93	.720
		%	.9	1.9	18.5	61.1	17.6		
3	Considering organizational analysis	N		5	16	59	28	4.02	.773
		%		4.6	14.8	54.6	25.9		
4	Prioritizing needs in practicing HRD	N	2	6	20	55	25	3.88	.894
		%	1.9	5.6	18.5	50.9	23.1		
5	The hotel identifies and designs HRD objectives	N		9	14	55	30	3.98	.864
		%		8.3	13.0	50.9	27.8		
6	The hotel has clearly defined objectives of HRD	N	1	6	15	51	35	4.05	.880
		%	.9	5.6	13.9	47.2	32.4		
7	The hotel takes implementation based on stated objectives	N	1	9	12	55	31	3.98	.907
		%	.9	8.3	11.1	50.9	28.7		
8	There is evaluation and follow up	N	1	6	18	60	23	3.91	.826
		%	.9	5.6	16.7	55.6	21.3		
9	The hotel selects good evaluation criteria	N	2	8	19	53	26	3.86	.932
		%	1.9	7.4	17.6	49.1	24.1		
10	Interpret evaluation results and feedbacks	N		6	23	54	25	3.91	.815
		%		5.6	21.3	50.0	23.1		
<b>Aggregate Mean= 3.94</b>									

Source: Organized form survey data

The above table indicates the result of respondent answers regarding how HRD is administered in the hotel. The first item asked the respondents if there is good personal analysis, 66.7% of respondents agreed and only 6.5%

respondents' claims to disagree with the premise. This indicates that the hotel have good personal analysis.

As the above table indicates, the respondents agreed on the case discussed regarding organization analysis and appropriate job analysis representing the mean value of 4.02 and 3.93 respectively. This analysis implies that the organization is doing well in job analysis in which it determines the knowledge and skills of the requirement of the job. Furthermore, the analysis indicates that the hotel is in a good position on organizational analysis which helps to support the short range and long range business goal of the hotel in terms of identifying job related knowledge and skills. It is clear that unless Human resource program is carefully planned and examined in line with the organization strategic goals the required target could not be achieved.

On item four and six i.e. prioritizing needs in practicing HRD and clearly defined objectives of HRD, 5.6% respondent's disagree on each cases discussed. Even if most of the respondents agree, the hotel to some extent lacks prioritizing needs in relation to HRD which are critical aspects to be considered in order to achieve goals.

In addition, the Table above also reveals that, the scored mean value of the respondent's response on the sub-constructs i.e. the hotel identifies and design HRD objectives, the hotel takes implementation based on stated objectives respectively is 3.98. This indicates the satisfaction of the employees on this premise. However n=9(8.3%) of total respondents responded disagree on both sub-construct. This implies that there is some limitation on objective identification and design as well as implementation. As these factors are critical to the organization to be effective in HRD goal the hotel needs to consider ways to improve this limitation.

Moreover the Table above also reveals that, the scored mean value of the respondents' response on the sub-constructs i.e. there is evaluation criteria and follow up, the hotel selects good evaluation criteria, interpret evaluation

results and feedback is 3.91, 3.86, 3.91 respectively. This depicts that the majority of the respondents agree and they were satisfied with the cases described. However on each of those three described cases there are also some respondents which replied disagree and neutral.

As the information gathered from the key informants through interview the hotel is doing well in personal analysis, job analysis and organization analysis, identifying and defining objectives. However the hotel lack concentration on effective evaluation and follow up, selecting good evaluation criteria and interpreting evaluation results to facilitate organizational achievement. This implies the hotel is not actively engaged in evaluation and follow up programs. Facilitating the HRD practices without considering an active evaluation and follow up program will be meaningless to achieve the goal and objective of the organization in terms of HRD perspective. Therefore the hotel should take this in to consideration.

Moreover as the descriptive statistics shows the aggregate mean value for training and development is 4.08 which is the highest aggregate mean score. Whereas the aggregate mean value for career development is 3.91 which is relatively the lowest value comparing to the other HRD functions. This shows the organization is performing well in training and development programs that may help to upgrade employees' knowledge and skills to improve their performance and achieve organizational objectives. On the other hand, from career planning and development perspective the hotel comparatively is not in a position to consider career planning and development as utmost importance for the growth of employees.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

Under this chapter the summary of the findings from the analysis are presented. Conclusions and recommendations are drawn based on the study.

#### **5.1 Summary of findings**

- As the analysis of the finding indicates, majority of respondents agreed that they are benefited from the HRD practice of the hotel. Also in the interview session managers stated the HRD practice has helped them not only in their work activities but also in their personal life.
- The finding also shows that the HRD practice has a positive effect in terms of performance improvement. However from the information received in the interview the effect of HRD practice (training) is less than the expectation of the organization. Moreover the effect of training in terms of performance is not addressed among all employees.
- As the finding indicates HRD practice of the hotel does not reduce employees' turnover. This statement has the lowest mean value which proves that the hotel HRD practice is not good enough to reduce turnover rate. The finding from the demographic part also shows that majority of the respondents have only worked in the hotel for 1 to 3 years which clearly shows the organization is facing a high employee turnover problem.
- Majority of participant agreed that the HRD practice and activities are aligned with the business goal of the hotel. However some of the respondents responded disagree and indifferent. As this is a critical factor, the hotel to some extent failed to align the HRD practice with its business goal.

- From the analysis Training and development has the highest aggregate mean value than the other variables. Training and development practices in JIH is well conducted, showing that it has good training and development programs and the hotel is also in a good position to set performance goals and objectives. Moreover the hotel assesses employee training needs.
- As per the finding the majority of respondents agreed that the hotel plans developmental strategies. However some respondents were dissatisfied and were also uncertain.
- The finding of the analysis also reveals that the hotel failed to assess in balancing internal and external training which has also a lower mean value comparing to the other sub-constructs. Also in the interview managers stated most of the training is provided by internal staff and only few of the training are provided with external trainers.
- From the findings, the hotel is not actively engaged in evaluation program this has been proved from the information gathered through interview. It lacks to set a strategic evaluation program to find whether the training is effectively addressed and to understand to what extent the objective of the training is achieved.
- As the finding of the data analysis indicates, career development scored the lowest aggregate mean value from the other HRD practices performed in the hotel. Moreover the finding indicates that the hotel lacks in building good counseling center that can benefit all employees.
- From the information gathered through interview the hotel is actively working on succession plan to develop future successors in terms of their future career. However as the finding shows career development is not well effectively implemented to solve turnover issue. Therefore according to the finding career development does not reduce employee turnover rate.

- The findings of the study showed that the organization have a long-term and continuing efforts to improve an organizational development that shows employees are satisfied with most of the questions raised regarding organization development. However, relatively respondents were unhappy due to the compensation and job security performed in the hotel. The respondents from the interview also stated there is a lower compensation especially comparing to other locally international hotels.
- As the finding indicates, the majority of respondents were very satisfied on the practice of team building and the team spirit in their organization which also has the highest mean value. Moreover the respondents from the interview said one factor that motivates them to work in the organization is the team spirit that enables them to work well together in which it promotes an atmosphere that fosters friendship and loyalty among all employees.
- As per the findings regarding to how HRD is administered the hotel is doing good in personal analysis, job analysis, and organizational analysis and in clearly defining its objectives of HRD. However, the hotel relatively failed to prioritize needs in practicing and not conducted as a crucial HRD need analysis approach.
- Lastly as the finding revealed that the hotel is not effective in evaluation and follow up, in selecting evaluation criteria and in interpreting evaluation results and feedback. Which is also proved in the interview session, the managers stated that the organization more importantly focus on factors such as identifying and designing the HRD practices and lags when it comes to evaluation and follow up objectives.

## **5.2 Conclusion**

The main objective of the study is to assess the existing Human resource development practices prevailing in Jupiter International Hotel on training and development, career development and organization development.

Particularly to assess: the current HRD practice in JIH, the role of HRD practices to reduce employment turnover, to identify how HRD practice are applied in the Hotel and to establish how HRD practices and activities are aligned to the business goals of the Hotel.

- In general the hotel is in a good position in its HRD practices in which the variables implies the hotel is actively functioning for the development of its human resource. However the HRD practice is not effective enough to reduce the employee turnover rate. Furthermore Training and development is more effectively addressed when it's compared with the other HRD functions. However the organization is less effective in career development. Moreover regarding organization development the performance shows a positive result.

### **5.3 Recommendations**

Based on the findings of the study the following recommendations are proposed:

- The hotel should continue improving HRD practice and also providing trainings for employees in order to utilize their performance and this may also increase their motivation since some employees are not performing in accordance with the expectation of the management.
- The hotel should give special attention to the turnover of skilled and trained employees and should put in place a compatible compensation or pay and reward system. This action may help to retain skilled human resources in the hotel and to decrease the turnover rate from one hotel to another.
- Even though the result showed the alignment between the HRD practices and the business goal however it also shows some gap. Since it is a very critical factor the organization needs to improve and implement strategies in which the HRD practices are linked with the business goal

of the hotel. Undertaking this improvement will benefit the organization to achieve the strategic goals and to remain competitive.

- Training and development is well practiced in the organization. Therefore the hotel should maintain and continue this progress.
- The organization should balance internal and external training. Conducting most of the trainings internally would not help the hotel to achieve its desired goal and to remain competitive. Therefore the organization should also provide external trainings which will give the employees the chance to learn from industry experts and become competent and well trained employees that will help ensure a prosperous future for the business.
- The succession plan under the career development program in JIH is helping both employees and the organization. Therefore the hotel should improve succession planning from where it is standing now. Moreover when selecting employees in to the plan it has to be based on setting strategic qualification so that employees will have equal opportunities. This will benefit it to reduce the turnover rate and leads to the retention of high potential staff and more importantly to identify early potential leader. Furthermore this will also help the organization to integrate into learning and development programs.
- The organization also needs to build an active counseling center which can benefit all employees in terms of developing effective solution to problems and for employees to freely express their feeling. As a result the organization will benefit to have improved employee performance which will also lower the turnover rate of employees.
- The hotel should continue to support team work and team building in such a way that will make employees to love their work environment which also leads for a better performance.
- The organization should also prioritize needs in practicing HRD, an effective need assessment will help the hotel to identify performance

requirement and the knowledge, skills and abilities needed by the employees to achieve the requirements.

- Finally evaluation and follow up programs must be strategically designed and implemented. Additionally the organization should also select good evaluation criteria as well as interpret evaluation results and feedback. Furthermore should consider evaluation as an important process of HRD practices in order to reflect, analyze and improve its effectiveness and efficiency so that it will be easy to fill the competency gaps within the organization in cost effective way.

#### **5.4 Future research**

- The intension of this study was to assess the Human resource development practices in Jupiter International Hotel.
- Due to the shortage of time and due to the current situation regarding COVID19 the study was only conducted on the main and largest property. Thus future researchers can take the other branch including the head office.
- Considering the limitations of this study in only one hotel in the hospitality industry further research should be carried out in other similar hotels and future researchers may also have better ways of addressing the same questions or other issues related to Human resource development.

## REFERENCE

- Abdullah, H. (2009). Major challenges to the Effective Management of Human Resource Training and Development Activities. *The Journal of International Social Research*, 2(8), pp. 12-25.
- Ahmad, R., and Scott, N. (2013). Managing the front office department: staffing issues in Malaysian hotels. *Anatolia*, 25(1), 24-38.
- Alagaraja, M. (2013). HRD and HRM Perspectives on Organizational Performance: A Review of Literature. *HRD Review*, 12(2) 117- 143.
- Altarawmneh, I. and al-Kilani, M. H. (2010). Human Resource Management and Turnover Intentions in the Jordanian Hotel Sector, *Research and Practice in Human Resource Management*.
- Anderson, L. and Krathwohl, D. (2001). *Taxonomy for Learning, Teaching and Assessing: Revision of Bloom's Taxonomy of Educational Objectives*. New York: Longman.
- Armstrong, M. (2006) *A Handbook of Human Resource Management Practices*. (10<sup>th</sup> Edition), Kogan page Publishing, London.
- Armstrong, M. (2011). *Armstrong's essential human resource management practice: A guide to people management*. Great Britain and USA: Kogan Page Limited.
- Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. (13<sup>th</sup> Edition), United Kingdom: Kogan Page Limited.
- Armstrong, M. (2000). "Understanding training". *Human Resource Management practice*. (8<sup>th</sup> Edition), Kogan page limited, London. pp: 543
- Arun, S. (2017). Human Resource Practices in Indian Hotels: A Study of Business & Other Hotels in Delhi. *International Journal of Business Economics and Management Research*, Vol.8, Issue 1.
- Bahupedra, T. (2009). Human resource development components.
- Baker, D. (1999). *Strategic Human Resource Management, performance, Alignment Management*, vol. 7 number 5, 1999.
- Baruch, Y. (2004). *Managing Careers: Theory and Practice*. Pear son, Harlow.
- Battol, A. and Battol, B. (2012). Effects of Employees training on Organizational Competitive Advantage: An Empirical study. Vol 6 No. 1 January 2012.
- Beardwell, J. and Claydon, T. (2007). *Human Resource Management: A contemporary Approach*. (5th Edition), Pentice-Hall.
- Becker, B.E. and Huselid, M.A. (1998). High performance work systems and firm performance: a synthesis of research and managerial implications, *Research in Personnel and Human Resources Management*, Vol. 53 No. 4, pp. 53-101.
- Bharwaj, R and Khandelwal, P. (Jan-March 1993). Human Resource Development: A key to organizational Effectiveness. *IJTD*, Vol. 23 (6).
- Bloomberg, L. and Volpe, M. (2012). *Completing your dissertation: A roadmap from beginning to end*. (2nd Edition), Thousand Oaks, CA: Sage.
- Bratton, J. and Gold, J. (1999). *Human Resource Management Theory and practice*. (2nd Edition), published by MACMILLAN PRESS LTD.

- Bratton, J. and Gold, J. (2009). *Human resource management: Theory and practice*. (3<sup>rd</sup> Edition), Hampshire: Palgrave Macmillan.
- Byars and Rue (2004). *Human Resource Management*, McGraw-Hill/Irwin.
- Caliskan, E.N (2010). The Impact of Strategic Human Resource Management on Organizational Performance. *Journal of Naval Science and Engineering* Vol. 6, No.2, pp. 100-116.
- Chand, M. and Katou, A. (2007). Impact of HRM practices on organizational performance in Indian hotel industry, *Employee Relations journal* vol. 29, no 6 pp. 576- 594.
- Charles, F. (2006). *Education, training, and technology transfer projects that contribute to Human Resource Development*; Tucson, Arizona.
- Chatterjee, B. (1990). *Human Resource Management*, New Delhi: Sterling Publishers Private Ltd., Inc.
- Clardy, A. (2008). The Strategic Role of Human Resource Development in Managing Core Competencies. *Human Resource Development International*, Vol. 11 No. 2, pp. 183-197.
- Collins, C.J. and Clark, K.D. (2003). Strategic human resource practices, top management team social networks and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal*, 46(6), 740-751. doi: 10.5465/30040665.
- Cooper, D. R, and Schindler, P. (2006). *Business Research Methods* (9<sup>th</sup> Edition), USA: McGraw-Hill.
- Creswell, John W. (2003). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. (2nd Edition), SAGE Publications: Thousand Oaks London New Delhi.
- Cummings, T. and Worley, C. (2005). *Organization Development and Change*. Cincinnati, OH: South-Western College Publishing.
- Cummings, T. and Worley, C. (2015). *Organization Development and Change* (10th Edition), University of Southern California. Pepperdine University.
- Davidson, M. C. G., and Wang, Y. (2011). Sustainable labor practices: Hotel human resource managers views on turnover and skill shortages. *Journal of Human Resources in Hospitality and Tourism*, 10(3), 235-253. 10.1080/15332845.2011.555731.
- De Cenzo D.A. and Robbins, S.P. (1998). 'Personnel, Human resource management' Printice Hall of India, Pvt. Ltd, New Delhi.
- De Cenzo D.A. and Robbins, S.P. (2002). *Human resource management*, John Wiley and Sons, Inc. (7th Edition), America.
- Deb, T. (2010). *Human Resource Development Theory and Practices*, Ane Books Pvt. Ltd., New Delhi pg. 23-24.
- Ebiringa, O. T. and Okorafor, G. F. (2010). Effects of Human Capital Development on the Performance of Small & Medium Scale Enterprises in the south-eastern region of Nigeria. *Journal of sustainable Development in Africa*, Clarion University of Pennsylvania, 12(8), pg. 49-58.
- Ebisa, C. and Andualem, H. (2013). Hotel Sector Investment in Ethiopia. *Journal of Business Management (JBM)* Vol. 1(2), Pp. 35-54.

- French, W. L. and Bell, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement* (6th Edition), Upper Saddle River, NJ: Prentice Hall.
- Ganta, V. C. and Manukonda, J. K. (2014). Leadership during Change and Uncertainty in Organizations, *International Journal of Organizational Behavior & Management Perspectives*, 3(3), 1183.
- Garavan, T.N., Cross, C., Wilson, J. and Carbery, R. (2012). Training and development roles and structures in European call centers: the influence of strategic choice, institutional and co evolutionary processes. *Thunderbird International Business Review*, Vol. 54, 875-890.
- Gazioglu, S. and Tansel, A. (2006). Job satisfaction in Britain: Individual and job related factors. *Applied Economics* 38(10), 1163-1171.
- Glueck, F. W. (1982). *Personnel: A diagnostic approach* (3rd Edition), Late of the University of Georgia.
- Goel, V. (2009). *Human Resource Development*, India: Saurabh publishing house.
- Gupta, S. (2008). *Human Resource Development: Concept and Practices* (2nd Edition), Published by Deep & Deep Publications Pvt. Ltd.
- Habib, M. N. (2012). The Role of Developing Countries Governments in HRD Programs the Egyptian Experience. *International Journal of Business and Social Science*, Vol. 3 No. 3.
- Hamlin, B. and Stewart, J. (2011). What is HRD? A Definitional Review and Synthesis of the HRD domain. *Journal of European Industrial Training*, 35(3), 199–220.
- Harris, M. M, Werner J. M., and DeSimone R. L. (2006). *Human Resource Development* (4<sup>th</sup> Edition), Published by Thomson South-western, Indian Edition Akash Press Delhi India
- Harrison, R. (2000). *Employee Development*. Beckman Publishing.
- Haslinda, A. (2009). Evolving terms of human resource management and development. *The Journal of International Social Research*, 2(9), 180–187.
- Herr, E. (2001). Career development and its practice: A historical perspective. *The Career Development Quarterly* 49(3), 196-211.
- Indradevi, R. (2010). Training for most capable workforce, *Advances in Management*, Vol. 3, pp. 49-54.
- John, P. W. (2005). *Human Resource Development* (2nd Edition). Learning and Training for Individuals and Organizations. New Delhi, India.
- Jon, M. and Randy, L. (2011). *Human Resource Development* (6th Edition), Southwestern USA.
- Jones, M. K., Richard J. J, Paul L. L, and Peter J. S (2008). Training, Job satisfaction and workplace performance in Britain: Evidence from WERS 2004, IZA Discussion papers 3677, Institut zur Zukunft der Arbeit (IZA).
- Kareem, M. A. (2017). The Role of Human Resources Development Strategy in Achieving Corporate Social Responsibility: At the SME Level. Paper presented at the 21st European Scientific Conference of Doctoral Students, Brno, Czech Republic.
- Tanvir, K. (2008). Challenges of Human Resource Development to Pace with Globalization.
- Kelly D. (2006). *Human Resource Development – For Enterprise and Human Development*.

- Kelly, D. (2001). Dual Perceptions of HRD: Issues for Policy: SME's, Other Constituencies, and the Contested Definitions of Human Resource Development.
- Khan, T. M., Khan, A.N. and Mahmood, K. (2012). An Organizational Concept of Human Resource Development – How Human Resource Management Scholars View “HRD”, *Universal Journal of Management and Social Sciences* Vol. 2, No.5; May 2012.
- Kim T, Kim WG, Park SS-S, et al. (2012) Intellectual capital and business performance: What structural relationships do they have in upper-upscale hotels? *International Journal of Tourism Research* 14(4): 391–408.
- Koontz, et al (1984). *Management*. (8<sup>th</sup> Edition), McGraw Hill Book Company. New York.
- Koontz, H. and Donnelly, C. (2005). *Essentials of Management*. Tokyo: McGraw Hill Tokyo.
- Korczynski, M. (2002). *Human Resource Management in Service Work*. New York, NY: Palgrave.
- Kumar, U. Kumar V. and de Grosbois, D. (2008) Development of technological capability by Cuban hospitality organizations. *International Journal of Hospitality Management* 27(1): 12–22.
- Lapla, P. and Benbste, L. (1999). The role of training and innovation in work place performance productivity, commission staff research paper, Aus Info, cunbarra, 1999.
- Leibowitz, Z.B., Farren, C. and Kaye, B.L. (1986). *Designing Career Development Systems*, 1st ed., Jossey- Bass Publishers, San Francisco.
- McGuire, D. and Jorgensen, K.M. (2011). *Human Resource Development: Theory and Practice*. London: SAGE.
- McKenna, E and Beech, N. (2008). *Human resource management - A concise analysis* (2nd Edition). Essex- England: Pearson Education Limited.
- McLagan, A. (1989). *Models for HRD Practice: The Practitioner's Guide*, American Society for Training and Development, Alexandria, VA, USA.
- Megginson, L.C., (1982). *Personnel and Human Resource Administration*. Homewood III: Richard D.Irwin, p.6.
- Michael, V.P. (1995). *HRM and Human Relations*. Himalaya Publishing House, New- Delhi, pp. 5, 155.
- Milkovich, G. T. and Boudrean, J. W. (1991). *Human Resource Management, USA*: Richard D. Irwing, Inc.
- Ministry of Culture and Tourism (2011). *Various Reports on Hotels and Tourism*, Addis Ababa.
- Mishra, P., and Bhardwaj, G. (2002). HRD climate: An empirical study among private sector managers| *IJIR*, Vol.38, No.1.
- Mondy, R. and Noe, R. (2005). *Human resource management* (9th Edition), Person Education International, New Jersey, USA.
- Mudor, H. and Tooksoon, P. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of Economics and Behavioral Studies*.
- Nadler, L. (1969). *The Variety of Training Roles*, American Society of Training and Development, Miami, USA *Industrial and Commercial Training*, Vol. 1 Issue: 1, pp. 34

- Nickson, D. (2007). *Human resource management for the hospitality and tourism industries*. Amsterdam: Butterworth-Heinemann.
- Nilsson, S. and Ellstrom, P.E. (2012). Employability and talent management: challenges for HRD practices. *European Journal of Training and Development*, Vol. 36 No. 1, pp. 26-45.
- Njenga, F.N. (2008). Employee state of Psychological Contract following Implementation of Performance: A survey of public secondary schools in Dagoretti division, Nairobi, University of Nairobi.
- Nzotta, S.M. (2010). *Human resource management*.
- Okechukwu, A. and Tonye, O., (2014). Human Resource Development and Organizational Performance in Nigeria Liquefied Natural Gas Company. *Journal of Management and Sustainability*, Vol. 4, No. 4; 2014.
- Ottenbacher, M., Harrington, R., and Parsa, H. G. (2009). Defining the Hospitality Discipline: a Discussion of Pedagogical and Research Implications. *Journal of Hospitality & Tourism Research*, 33(3), 263-283. 10.1177/1096348009338675.
- Ployhart, R.E., Weekley, J.A. and Ramsey, J. (2009). The consequences of human resource stocks and flows: A longitudinal examination of unit service orientation and unit effectiveness. *Academy of Management Journal* 52(5): 996–1015.
- Puah, A., and Ananthram, S. (2006). Exploring the antecedents and outcomes of career development employees. *Research and Practice in Human Resource Management*, 14(1), 112-142.
- Rao, T.V. and Pereria, D.F., (1986), *Recent Experiences in HRD*, Oxford and IBH Publishing Co. Ltd., New Delhi.
- Rao, T.V. (1982). *Human resource development practices in Indian industry*, Indian Institute of Management, working paper No. 414, Ahmedabad, 1982.
- Rao, V.S. (2005). "Human Resource Management" Excel Books, New- Delhi. Randall. L. 1987. *Resource economics: An economic approach to natural resource and environmental policy* (2nd Ed.). New York: John Wiley.
- Sainaghi R, Phillips, P. and Corti, V. (2013). Measuring hotel performance: Using a balanced scorecard perspectives' approach. *International Journal of Hospitality Management* 34: 150–159.
- Saks, A. M. and Rotman, J. L. (2006). Antecedents and Consequences of Employee Engagement *Journal of Managerial Psychology*.
- Salokhe, Vidya A., "Finance India," *Journal of Indian Institute of Finance*, Vol. XVI No, 4, Dec, 2002, p. 1445.
- Samart Plangpramool (2016) 'Human Resource Development in Hospitality Industry: A Case Study of Training Need Analysis for Hotel Sector'.
- Sambasivam, Y. and Kebede, M. (2013). Analysis of the Strategic Orientation of HRD Practices and Manager's Awareness towards the Concepts of HRD in Ethiopia.
- Swartz J. (2010). *Human Capital Trends, 2010 survey*.
- Singh, S. (2012). Key Components of Human Resource Development: *Research Journal of Social Science and Management*.

- Stephen Gibb (2013). Human Resource Development: Edinburgh Business school, HERIOT-WATT UNIVERSITY, UK.
- Stone, R. J. (2013). Managing human resources (4<sup>th</sup> Edition.). Milton, Qld: John Wiley and Sons, CrossRef.
- Swanson R. A., and Holton E.F. (2001), Foundations of Human Resource Development, (1<sup>st</sup> Edition), Berrett-Koehler Publishers, Inc.
- Swanson, R. A., and Holton, E.F.III (Eds.) (1997). Human resource development handbook: Linking research and practice. San Francisco: Berrett-Koehler.
- Swanson, R.A. and Holton, E.F. (2009), Foundation of Human Resource Development, Berrett – Koehler, San Francisco.
- Swarajaya Lakshmi, C., (2005), “Human Resource Development In Public Enterprises”, Discovery Publishing House, New Delhi, pg. 38-39.
- Tameru, R. (2019). Improving hotel industry development. The Ethiopian Herald August 7/2019.
- Torrington, D.S. Hall, L. and Taylor, S. (2005). Human Resource Management (6th edition), Prentice Hall, Financial times. London, UK.
- Uday, K. H. (2009). Human Resource Development (2<sup>nd</sup> Edition), Oxford higher education. Oxford university press, 2009.
- Upton, M., Egan, T. M., and Lynham, S. A. (2003). Career development: Definitions, Theories and Dependent Variables. Proceedings of the Academy of Human Resource Development, pp. 728-735.
- Venkat Kanna, V.V. (2013). ‘Global HR practices and strategies: The challenges ahead’, Journal of commerce and Management Thought, Vol.IV, Jan-Mar, 2013, PP. 168-178.
- Vijay, P. (2007). The human organization: challenges in NGOs and development programmes. Development in practice, volume 17, Number 1, Feb 2007.
- Vinesh, (2014), Role of Training & Development in an Organizational Development, International Journal of Management and International Business Studies, Volume 4, Number 2, pp. 213-220.
- Werner, J.M. and DeSimone, R.L. (2006), Human Resource Development: Foundation, Framework, and Application, Cengage Learning Publications, India.
- Werther, W.B. and Davis, K. (1996). Human Resources and Personnel Management, New York: McGraw-Hill Inc., 1996.
- Williams, C. (2007), Research Methods, Journal of Business & Economics Research, 5(3): 65-72.
- Wilson, J. (2005). Human resource development: learning and training for individuals and organizations.
- World Travel and Tourism Council: A career in Travel and Tourism. (2013). <http://www.wttc.org/>:
- Wright, P.M., McMahan, G.C. and McWilliams, A. (1994), “Human resource and sustained competitive advantage: a resource-based perspective”, International Journal of Human Resource Management, Vol. 5 No. 2, pp. 301-326.
- Yamane, Taro. (1967). Statistics: An Introductory Analysis, (2<sup>nd</sup> Edition), New York: Harper and Row.

**APPENDEX A. QUESTIONNAIRES**  
**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF COMMERCE**  
**DEPARTMENT OF BUSINESS LEADERSHIP**

**Dear Respondents:**

The main purpose of this questionnaire is to collect data which will be helpful in research work titled An Assessment on Human Resource Development Practice in the case of Jupiter International Hotel.

I would like to assure you that this research is only for academic purpose in the partial fulfillment of the requirement for MA in Business Leadership. The information that you provide is confidential and no other person will have access to the data collected. You are kindly requested to give genuine and appropriate responses. The researcher is interested to thank you in advance for your cooperation and kindness.

Bethlehem Mohammed

0912418540

[bethmoh60@gmail.com](mailto:bethmoh60@gmail.com)

**GENERAL INSTRUCTION**

- Do not write your name
- Put a tick mark (√) in the box that describes your response
- You have to return the questionnaire as soon as possible after completion.

**N.B:**

**JIH** stands for Jupiter International Hotel

**HRD** stands for Human Resource Development.

**Part I:** Respondents Information

1. Gender

Male

Female

2. Age category

18 - 24

25 - 35

36 - 45

above 45

3. Educational Level

Certificate

Diploma

First Degree

Masters & above

4. Work experience

Less than 1year       1-3 years       4-6 years       above 7 years

**Part II:** Please state your level of opinion for each given statement using the following scales: 1= strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree

<b>I</b>	<b>HRD practices</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
1	Employees are benefited from the HRD practices in JIH					
2	HRD practices (Training) in JIH has helped employees to improve their performance					
3	The HRD practice enable employees to perform their work with greater accuracy and precisely.					
4	The HRD practice provide in JIH can benefit the hotel to remain competitive among other hotels					
5	HRD practice in JIH reduces the employee turnover rate.					
6	Because of the knowledge, skills and attitude that employees received from the education/training, they are serving customers properly.					
7	The HRD practices and activities in JIH are aligned with the business goal of the hotel					

<b>II</b>	<b>Training and Development</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
1	JIH has good training and development programs					
2	JIH assesses employee training needs					
3	JIH sets performance goals and objectives					
4	The hotel plans developmental strategies accordingly					
5	JIH Assess the available aids for internal and external training and development					
6	JIH Develop strategies for training, Programs and modules					
7	The hotel evaluate training efforts					

<b>III</b>	<b>Career development</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
1	The hotel is doing Well in working to improve career development					
2	The hotel always strife's for upgrading employee's potential					
3	The hotel has good career planning and development					
4	The hotel integrates HRD with organizational objectives					
5	There is good counseling center in the hotel that benefits all employees					
6	Career development in JIH reduces employees turnover rate					

<b>IV</b>	<b>Organizational development</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
1	There is good management with required profession					
2	There is good culture of openness					
3	The hotel follows effective cost minimization system					
4	There is good credibility and fairness of top management					
5	There is Encouraging problem solving culture in the hotel					
6	There is Good team spirit					
7	The hotel use Sound recruitment systems					
8	There is a Better compensation and job security					

<b>V</b>	<b>Scale how HRD is administered in the hotel</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
1	Good personal analysis					
2	Appropriate job analysis					
3	Considering organizational analysis					
4	Prioritizing needs in practicing HRD					
5	The hotel identifies and designs HRD objectives					

6	The hotel has clearly defined objectives of HRD					
7	The hotel takes Implementation based on stated objectives					
8	There is Evaluation and follow up					
9	The hotel selects good evaluation criteria					
10	Interpret evaluation results and feedbacks					

## Questions for Interview

To be answered by those in supervisory position (**General Manager, Human Resource Director, Department /line mangers**)

1. How long has been the hotel working on HRD practices and what are the current HRD practice in the hotel?
2. How do you think the HRD practices in terms of training and development, career development, organizational development?
3. How does the HRD program integrate the Hotel and employee's needs?
4. Do you think the hotel is a good place for growth and development of all employees? If no, why?
5. How do you evaluate HRD administration in terms of need assessment, design and identify objectives, implementation and evaluation?
6. Are experienced employees leaving the organization? Why? Do the HRD practice in JIH decreased turnover of employees?
7. Does training have an effect on worker performance? How do you measure training effect on worker performance?
8. How can the HRD activities be improved in Jupiter international Hotel?
9. Would you please suggest if there is anything to be changed with regard to the current HRD practices of the organization?