

CURRENT STATUS OF HUMAN RESOURCES IN ACCOMMODATION SECTOR IN REFERENCE TO DEHRADUN AND MUSSOORIE

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Abstract

One of the fastest growing sectors of the economy is the hotel industry, a multi-billion dollar and growing enterprise. The hotel industry is diverse enough for human resource to work in different areas of interest and employed. Since hotels provide refined services to their guests and given the characteristics of service industry, the type of Human Resource strategies flowing from this approach is based on having a large number of highly skilled individuals who are likely to enjoy high levels of autonomy. Secondly, the quality enhancement strategies wherein hotels seek to gain competitive advantage by enhancing the product and service quality. Besides Hardwar & Rishikesh, Dehradun and Mussoorie are the entry point to the pilgrimage places of Garhwal. Apart from the traditional pilgrims and leisure tourists, both Dehradun and Mussoorie are attracting a lot of business and corporate travelers as the area is emerging as the business hub of the region. Hence there is a huge upsurge of accommodation and related industry in this region, and to provide better services one needs skilled manpower. This paper tries to throw light on current status of Human Resources in this region.

Keywords: *Service Industry, Skilled Manpower, Recruitment, Training, Quality*

Introduction

Dehradun and Mussoorie are the entry point to the pilgrimage places of Garhwal. Apart from the traditional pilgrims and leisure tourists, both Dehradun and Mussoorie are attracting a lot of business and corporate travelers as the area is emerging as the business hub of the region. Hence there is a huge upsurge of accommodation and related industry in this region. In totality 1768 hotels, 31065 rooms and 67973 beds are available in the state. Dehradun has 131 hotels, 2309 rooms and 4574 beds, out of which 6 are star category and 125 hotels are without star category. Mussoorie has 204 hotels, 2387 rooms with 5700 beds, out of which 9

hotels are of star category and rest 195 are without star category. As 11619457 tourists are visiting in the state, out of which 9130379 are domestic tourist and 109084 are foreign tourist so there is a need of more accommodation, especially starred hotels in this region.

As hospitality industry is a service industry the employees plays a very important role in providing quality services to the customers. The quality service provided by the customers depends upon the skill, qualification and the training provided to the employees. The management of the hotels should recruit the best professional in this industry.

The hotel industry requires skilled personnel and insists on their staff possessing basic certification in operation areas like housekeeping, front office, stores and accounts, food services, kitchen, engineering and management (Aigbedo and Parameswaran 2004). Like any other service industry, the hospitality industry too banks on trained talent pool to offer flawless service to its guests. People working across hospitality are appropriately skilled and able, through the application of their expertise, to contribute to the growth and development of a sustainable, productive and profit able hospitality industry.

2. Literature Review

The quality enhancement strategies wherein hotels seek to gain competitive advantage by enhancing the product and service quality. The approach once again points to certain HR practices to support a total-quality approach (Haynes and Fryer 2000). These practices include the encouragement of feedback systems, teamwork, decision-making and responsibility being an integral part of an employee's job description and flexible job classifications. The intent of these practices is to create needed employee behavior such as co-operative, interdependent behavior and commitment to the goals of the organization (Mohanty, 1992). Organizations and managers in hospitality industry face real challenges in recruiting, developing and maintaining a committed, competent, well-managed and well-motivated workforce which is focused on offering a high-quality 'product' to the increasingly demanding and discerning customer. Lucas (2004) pointed out employment relations in the Hotel and Catering establishments. All stakeholders in the industry play crucial role in promoting human capital to achieve competitive advantage (Kandari and Chandra 2004). Human Resource involved in the hospitality industry possesses positive sign towards job satisfaction, monetary and non-monetary benefits, which clearly depicts that their satisfaction level (Boella, 1996; Subbarao, 2008). . Most tourist destinations, is dependent on its natural and human resources for tourism. Every community and business can implement strategies

for sustainability (Bansal, 1994; Cooper et al. 1993). Study of International Labour Organization reveals that The Travel & Tourism industry (of which the hotel sector forms a part) employs approximately 238 million people worldwide, representing 8.4 per cent of total global employment (i.e. 1 in every 11.9 jobs) and generates 9.9 per cent of world GDP. By 2018, employment in the T&T industry is expected to rise further to around 296 million people, thus cementing its position as a major global employer.

Objective

1. To evaluate and examined the Human Resource Management practices adopted by hospitality sector in the study area
2. To examine training material and facilities according to the present day industry need.

3. Data analysis for Employees in Dehradun and Mussoorie

A total number of 120 employees from various hospitality units in the study area were surveyed using structure questionnaire in order to achieve the framed objectives of the study. The questionnaire was based on the questions related to the demographic profile of employees and their satisfaction level regarding work place & security, communication and management policy, training & development, salary & benefits, personal satisfaction and also their opinion about the factors influencing the efficiency of the employees.

Table: 1.1 Demographic Profiles of Employees

Demographic Factor	Frequency	Percentage (%)
Gender		
Male	112	93.0
Female	08	7.0
Age		
20-30 Years	70	58.3
31-40 Years	39	32.5
41-50 Years	11	9.2
Educational level		
Matriculation	19	15.8
Intermediate	40	33.3
Graduate	56	46.7
Post Graduate	05	4.2
Area of Specialization		
Front Office	41	34.2
Food and beverages	56	46.7
Food Production	10	8.3
House keeping	13	10.8

Salary per month		
Up to Rs. 5,000/-	88	73.3
Rs.5,000/- to Rs.10,000/-	22	18.3
Rs.10,001/- to Rs.20,000/-	01	.8
Rs.20,000/- to Rs.30,000/-	09	7.5

Source: Primary Data

Table 1.1 shows that out of total 120 employees, 112 were male and only 08 were female. More than a half of the employees (58.3%) were under the age group 20 to 30 years followed by 32.5% of 31 to 40 years and 9.2% of 41 to 50 years. Majority (46.7%) of the employees was graduate followed by 33.3% intermediate, 15.8% metric and merely 4.2% were post graduate. In case of the area of specialization, the data reveals that majority of the employees (46.7%) were having food and beverages as their area of specialization followed by front office (34.2%), housekeeping (10.8%) and food production (8.3%). As far as the remuneration of the employees is concerned about 2/3 (73.3%) of the respondents were receiving up to Rs. 5000/- per month, 18.3% was receiving between Rs.5,000/- to Rs.10,000/- per month, was 7.5% was receiving between Rs.20,000/- to Rs.30,000/- per month and merely 0.8% was receiving the salary of Rs.10,001/- to Rs.20,000/- per month.

Position/Designation of the employees

Table 1.2 represents the number and percentage of the employees with regards to their present designation in the organization.

Table: 1.2 Position/Designation of the employees

Designation	Frequency	Percent	Valid Percent	Cumulative Percent
Manager	10	8.3	8.3	8.3
Supervisor	8	6.7	6.7	15.0
Receptionist	31	25.8	25.8	40.8
Captain	10	8.3	8.3	49.2
Waiter	35	29.2	29.2	78.3
Cashier	2	1.7	1.7	80.0
Cook	10	8.3	8.3	88.3
Room Attendant	11	9.2	9.2	97.5
Bellboy	3	2.5	2.5	100.0
Total	120	100.0	100.0	

Source: Primary Data

Table 1.3 represents the work experience of the employees working in the hospitality industry at

Mussoorie and Dehradun region of Uttarakhand. In case of the working duration with present firm, 8.3%, 69.2%, 17.5% and 5.0% of the total employees are working since last one year, 2 to 5 years, 6 to 10 years and more than 10 years respectively. Similarly, 27.5% , 39.2%, 30% and 3.3% employees having the total experience of up to one year, 2 to 5 years, 6 to 10 years and more than 10 years in hotel industry respectively. In case of the overall experience of man power associated with the hotel industry in the study area, it is evident from the data that 27.5%, 39.2%, 30% and 3.3% of the employees having overall experience of one year, 2 to 5 years, 6 to 10 years and more than 10 years respectively.

Table: 1.3: Employees Work Experience

Duration	working with present firm since	total experience in hotel industry	Overall experience
Last/up to one year	8.3	27.5	27.5
2 to 5 years	69.2	39.2	39.2
6 to 10 years	17.5	30.0	30.0
more than 10 years	5.0	3.3	3.3

Source: Primary Data

Salary Structure of the employees

Table 1.4 shows the salary structure of the employees associated with the hotel industry in the study area. It has been observed that apart from the basic salary, a very few employees are being paid dearness allowance (30%), house rent allowance (30%), phone/mobile allowance (45%) and conveyance allowance (40%) whereas 40% and 80% are receiving medical allowance and commission/incentives respectively.

Table: 1.4 Salary Structure of the employees

Salary components	Included in Salary (%)	Not Included in salary (%)
basic salary	100.0	0.0
Dearness Allowance	30.0	70.0
House rent allowance	30.0	70.0
Medical Allowance	40.0	60.0
commission/Incentive	80.0	20.0
Conveyance allowance	40.0	60.0
Phone/mobile allowance	45.0	55.0

Source: Primary Data

Cross tabulation of salary structure of employees and their designation has been performed in order to know the distribution of benefits. Table 1.5 shows that dearness allowance is applicable to the designation level manager, supervisor, and captain and cook whereas house rent allowance, conveyance allowance and phone/mobile allowance is being provided to managers only. Correlation statistics for medical allowance and commission/incentive are not computed because these variables are constant i.e. these benefits are not applicable to any designation in the hospitality units scattered across the study area. The **p value=.000** for all computed variables suggests that the correlation is significant at the **0.01 level**. Hence, there is a significant relation between the designation of the employees and benefits offered to them.

Table: 1.5 Correlations between Designation of Employees and Salary Components

		Position/Designation								
		Manager	Supervisor	Receptionist	Captain	Waiter	Cashier	Cook	Room Attendant	Bellboy
Dearness Allowance	Y	10	3	0	9	0	0	4	0	0
	N	0	5	31	1	35	2	6	11	3
Total		10	8	31	10	35	2	10	11	3
House rent allowance	Y	10	0	0	0	0	0	0	0	0
	N	0	8	31	10	35	2	10	11	3
Total		10	8	31	10	35	2	10	11	3
Conveyance allowance	Y	10	0	0	0	0	0	0	0	0
	N	0	8	31	10	35	2	10	11	3
Total		10	8	31	10	35	2	10	11	3
Phone/mobile allowance	Y	10	8	0	0	0	0	0	0	0
	N	0	0	31	10	35	2	10	11	3
Total		10	8	31	10	35	2	10	11	3
p value for all variables= 0.000										

Source: Primary Data

4. Employee Satisfaction about Work Place and Security

The second section of the questionnaire was related to the satisfaction of employees regarding various aspects of management related factors of the organization. Table 1.6 depicts the satisfaction of the employees regarding the work place and security provided by the organization. The survey revealed that 100% of the respondents were fully dissatisfied with the working hours offered by the organization whereas 95% employees have again strongly opposed the statement that the organization provides comfortable working conditions. However, majority of the employees seemed to be satisfied with the safety measures at the work place, system for reporting and controlling harassment/bullying and believed that the targets set are realistic and achievable.

Table: 1.6 Employee Satisfaction about Work Place and Security

Statement	Fully dissatisfied (%)	Dissatisfied (%)	Ambivalent (%)	Satisfied (%)	Fully satisfied (%)
Suitable working hours	100.0	0.0	0.0	0.0	0.0
Comfortable working conditions	95.0	5.0	0.0	0.0	0.0
Safety	7.5	0.8	18.3	60.8	12.5
System for reporting and controlling harassment/bullying	5.0	1.7	20.0	69.2	4.2
Targets set are realistic and achievable	7.5	0.0	20.0	68.3	4.2

Source: Primary Data

Satisfaction towards Communication and Management Policies

Table 1.7 shows the satisfaction level of the employees towards the communication and management policies of the hospitality organizations in the study area. 70% employees were satisfied about the freedom to express the opinion in front of the management. The majority of the employees were ambivalent about two way communication, fulfillment of commitments on company's end and promotion and appraisal policy. Whereas, about half of the employees were of the opinion that the equal opportunity policy is not being followed by the hospitality organizations they are associated with.

Table: 1.7 Communication and Management Policy

Statement	Fully dissatisfied (%)	Dissatisfied (%)	Ambivalent (%)	Satisfied (%)	Fully satisfied (%)
Two way communication	5.0	10.8	44.2	40.0	0.0
Freedom to express opinion	8.3		21.7	70.0	0.0
Equal opportunity policy	0.0	50.8	30.0	9.2	10.0
Fulfillment of commitments on company's end	0.0	24.2	52.5	4.2	19.2
Promotion and appraisal policy	15.8	21.7	35.0	27.5	0.0

Source: Primary Data

Satisfaction towards Training & Development Policies

Table 1.8 shows the satisfaction level of the employees regarding the training and development policies followed by the hotel organizations in the study area. It is clear from the table that majority of the employees were ambivalent about the periodic training policy, training methods and techniques and opportunity for personal development and identification and utilization of employee's full potential by the hospitality organizations. In addition, majority of the employees were dissatisfied with the provisions for initial training followed by these organizations.

Table: 1.8 Training & Development Policies

Statement	Fully dissatisfied (%)	Dissatisfied (%)	Ambivalent (%)	Satisfied (%)	Fully satisfied (%)
Provision for initial training	0.0	41.7	37.5	20.8	0.0
Appropriate periodic training policy	0.	8.3	83.3	4.2	4.2
Training methods and techniques	8.3	10.8	57.5	23.3	0.0
Opportunity for personal development	0.0	31.7	42.5	25.8	0.0
Identification & utilization of employee's full potential	6.7	.8	50.0	42.5	0.0

Source: Primary Data

Satisfaction regarding Salary and Benefits

Table 1.9 depicts the satisfaction of the employees regarding the salary and benefits. The data suggests that 60% and 54.2% employees were ambivalent about the statements that salary is paid fairly considering qualification/experience and Amount of vacations offered respectively while a majority of respondents were satisfied about the benefits offered against responsibilities justified.

Table: 1.9 Employees Salary and Benefits

Statement	Fully dissatisfied (%)	Dissatisfied (%)	Ambivalent (%)	Satisfied (%)	Fully satisfied (%)
Paid fairly considering qualification/experience	6.7	8.8	60.0	32.5	0.0
Benefits offered against responsibilities justified	7.5	9.2	9.2	67.5	15.8
Amount of vacations offered	0.0	15.8	54.2	30.0	0.0

Source: Primary Data

5. Overall Satisfaction

Table 1.10 suggests that 58% of the employees were Satisfied followed by 31% neither satisfied nor dissatisfied and 31% were dissatisfied about the overall satisfaction level of employees about their jobs and organizational policies followed by the hospitality organizations they are working with.

Table: 1.10 .Overall Satisfaction of the Employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fully dissatisfied	10	8.3	8.3	8.3
Dissatisfied	21	17.5	17.5	25.8
Neither	31	25.8	25.8	51.7
Satisfied	36	30.0	30.0	81.7
Fully Satisfied	22	18.3	18.3	100.0
Total	120	100.0	100.0	

Source: Primary Data

6. Factors Responsible for Efficiency and Satisfaction Level of Employees

The opinion of the employees associated with the hospitality sector at Dehradun and Mussoorie on the factors influencing their efficiency as well as satisfaction level are discussed in the Table 1.11. It is evident from the data that majority of the respondents (62.5%) were disagreed and the rest were ambivalent about the statement that transparency in management policies is responsible for efficiency and satisfaction level of employees. In case of the statement 'realistic targets are responsible for efficiency and satisfaction', 45.8% of the respondents opposed the statement followed by 33.3% ambivalent and 20.8% were in favor of the statement. 57.5% of the total surveyed respondents were against the statement that job assurance is responsible for efficiency and satisfaction level of employees while the rest 42.5% were ambivalent about it. In case of the statement 'change in company's infrastructure are responsible for efficiency and satisfaction level of employees' 57.5% employees were ambivalent, 36.7% were disagreed, 20.8% were strongly disagreed while none of respondents were agreed to the statement. Similarly, in case of the statement that appropriate training methods can foster the efficiency and satisfaction of the employees, majority of the respondents (61.7%) were neither satisfied nor dissatisfied with the statement. However, 70% of the total 120 respondents were ambivalent about the statement that increase in salary/benefits can enhance the efficiency and satisfaction of the employees followed by 21.7% agreed and 8.3% strongly disagreed about the statement. Statement 'recognition by management can enhance the efficiency and satisfaction of the employees', was favored by 33.4% and disfavored by 44.1% of the respondents while 22.5% were ambivalent.

Table: 1.11 Factors Responsible for Efficiency and Satisfaction Level of Employees

Factors	Strongly disagree (%)	Disagree (%)	Neither (%)	Agree (%)	Strongly agree (%)
Transparency in management policies	0.0	62.5	37.5	0.0	0.0
Realistic targets	0.0	45.8	33.3	20.8	0.0
Job assurance	20.8	36.7	42.5	0.0	0.0
Change in company's infrastructure	0.8	15.8	57.5	25.0	0.8
Appropriate training methods	8.3	16.7	61.7	9.2	4.2
Increase in salary/benefits	8.3	0.0	70.0	21.7	0.0
Recognition by management	0.8	43.3	22.5	11.7	21.7

Source: Primary Data

7. Conclusion

1. The result in the research study indicates that a large number of employments are provided by the hospitality industry in the area of Dehradun and Mussoorie. The hospitality industry is a growing industry in Uttarakhand and requires skilled persons to work. Both permanent and temporary employees are engaged with the industry. It is suggested that proper training programs should be conducted for the employees in order to improve the quality of services in the hospitality industry in Dehradun and Mussoorie region.
2. In the research study it is found that in most of the cases the employees are getting the consolidated salary. The other benefits of the salary include the free meals, uniforms and the commissions they receive. It is suggested that the salary structure in hospitality industry should be more competitive and also incorporates the social security schemes such as Provident fund and Gratuity etc.

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