

Human Resource Practices in Karnataka State Tourism Development Corporation

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Abstract

The paper is a critical evaluation of the activities of the Human Resource (HR) in the Karnataka State Tourism Development Corporation (KSTDC) as a significant factor in the potential and performance success of tourism industry which is rising in India. Although the industry is very significant as a contributor to the national employment and GDP indicators, it is seen that there is a research gap in the context of the evaluation of the HR mechanisms within the institutional level that is, within KSTDC. The HR aspects under the scope of investigation are the workforce planning, recruitment and selection, training and development programs, performance management mechanisms and activities to increase the motivation and morale of the employees. Hypotheses investigate the independence of executive and non-executive effectiveness of these HR practices, and differences in perceptions between these groups on training, development and performance appraisal. The sampling was stratified and 40 executives and 300 non-executives were surveyed by using structured questionnaire. The questionnaires that were fairly well reliable (Alpha values exceeded 0.7 in all the dimensions) were founded on a five-point Likert scale. The data was analyzed manually as well as the use of SPSS 16.0 in which Standard Deviation and Mean, t-tests and Chi-square Tests was used in statistical measure. The preliminary demographic details show that between the executive or the non-executive posts in the business, the discrepancy between the age, matrimonial status and the degree of education is immense. Factor analysis also shows the specific dimensions in HR practices, which include; Quality Improvement issue and Human Resource Planning, Scientific Selection Process issue and Recruitment and Selection, Career Planning issue and Competency Building issue and Training as well as Performance Appraisal issue; Transparency, Feedback and Potential Development. This paper aims at offering KSTDC effective observations on how it could improve its HR structure to guarantee long term organizational development.

INTRODUCTION

As a key determinant of organizational success, the quality and the strength of the human resource is one crucial factor of an organization that can make or break an organization. The people are invaluable assets, and continual evolvement and professional growth of the personnel helps organizations to work toward achieving the strategic objectives and to remain competitive. Although technological change has a great significant in the modern business organization, yet it cannot be replaced by human resource because without human resources such technology cannot be operated. Therefore, recognition of human resource is first before entering machine era. That is why most of the organizations spend much finance each year on human resource practices. The investment of time, money and efforts

in developing human resource provide fruitful results as the human resource can be developed up to extent because nature has given endless potential to every human being. Human Resource Management (HRM) is pertinent with management and organization of the supply of human resources in an organization. This does not exclude the rank-and-file employees and the union type labor and excludes the managerial work force and non-unionized employees. HRM takes into consideration the requirements of both people and groups and works to maximize the performance of organizations by involving proactive participation and team approach. Proper personnel management is another process that upholds the dignity of employees by matching the available job with the employee qualification and desire, hence meeting the social needs and psychological satisfaction through employment fulfillment.

Every organization should have human resource policies to remove the elements of subjectivity and inconsistency of action and ensure equity in its relations with employees. Human Resource policies stem from the philosophy the management and act as guidelines for various employment relationship in enterprises. The soundness of human resource practices depends on effective formulation of human resource policies.

The practice of human resource is such a factor that it enables organizations to fulfill the strategic goals by creating positive attitudes among the employees due to proper motivation and procuring them active support in the activities of an organization. The practices effectively take care of the social and psychological requirements of the employees besides acting as evaluation determinants in the sense that the management uses them to review HR functions, including recruitment, selection, and training, as well as the optimal use of resources. They help to create a positive image in the organization as well as in developing fruitful employer-employee relations by fostering trust and transparency.

Tourism sector is centered and relies on human resources in its successful operation which depends on active interconnection with various service industries. Managers have the responsibility of control and coordination of service provision in the various departments since tourists are likely to rate their stay experience by the quality of the service provision. There are no such small mishaps that could drastically spoil the well-established image of a tourism business establishment, like the mistakes of a tour guide. The industry is a complex service chain including hotels, air companies, travel agencies, and shopping centers and so on. There are many entities that service tourists at different stages during travel; therefore, service quality has to be maintained on a regular basis. A large number of employees are hired to provide undeterred support and inspiration to cater to various types of tourists. The success of human resources in the end gives sophistication, and technology and a result, tourism industry is made successful through its human resource base.

Importance of the Study

In their Travel and Tourism Economic Impact Research (EIR) of the year 2009, World Travel and Tourism Council (WTTC) reveal the role of tourism and hospitality employment to both developed and developing nations. It implies that more than 330 million jobs all over the world are associated with travel and tourism-related activities (WTTC, 2023). The Travel and Tourism industry has already taken the right path towards being formed as among the most potent engines of growth in the future as projective Foreign Tourist Arrivals (FTAs) are projected by 2028 to reach 30.5 million with a revenue greater than Rs. 5,12,356 crore (US\$ 59 billion) by 2028 (IBEF 2023). It is projected that 53 million jobs will be generated in the tourism sector by the year 2029, in FY23, tourism industry gave employment to 7.6 crore people. In India (IBEF 2023).

Naming its tag line One State Many Worlds, it provides heritage, culture, ecotourism, spiritual, adventure, coastal, wellness, rural, and urban tourism etc., is prominent in India with a major tourist arrival of 2845 crore in 2023 which is vastly higher than 18 crore in

2022. In 2019, the tourism sector made positive contribution of 14.8 percent to the Gross State Domestic Product (GSDP) of the State and generation of over 30 lakh direct and indirect jobs. The industry provides one job in 10 in the State and Karnataka receives nearly 12 percent of total domestic tourists visits in the country which is third highest among the States in India.

Tourism is one of the rapidly expanding industries across the globe, and it is a service yet high employment, intensive industry that may provide huge number of jobs. The success of the sector is also bound by the quality and efficiency of how services are delivered and ultimately this is dependent on the availability of such skilled and trained people in the different parts of the sector. People make the travel and tourism industry completely. They shape the actual travel and tourism servicing experience through establishing their domain on people. This anthropocentric aspect is particularly crucial in areas like travel agents, tour operators, hotels and restaurants, resorts as well as other related services. It has therefore emerged that development of the adept human resources on all aspects of the tourism value chain has become a strategic engagement on sustaining growth and provision of service excellence.

LITERATURE REVIEW

The employees need to possess professional skills and continuous training to address new customer demands and change in technologies. According to (Research Gate, "The Strategic Strategic human resource management has a big role to play in the tourism industry as demonstrated in the article titled Role of Human Resource Management in the Tourism Industry" March 2025).

High-Performance Work Systems (HPWS): Studies are being conducted on the connection between HPWSs and such outcome measures as employee turnover, absenteeism, productivity, and accident rates in the tourism industry. A point of study is the mediating relationship of the black box factors (individual and organizational) that underlie these relationships.

It remains a significant issue due to such reasons as low salary, excessive working schedule, insufficient professional development and seasonal demands. The policies should be good retention policies including competitive remunerations, career development and good working environment. Regarding strategic management of the tourism industry, (Researchgate, Strategic Role of Human Resource Management in the Tourism Industry, March 2025; Taylor and Francis online, Exploring the vital role of human resource management in the progress of the touristic industry in Uzbekistan, February 2024).

Human Resource Management (HRM) has played a starring role in the creation of the tourism and hospitality sector in the mastery of society 5.0. Afiq Mukhtar et al. (2024) have listed high turnover of workers, digital skill gap, diversity, and inclusion, technology adoption, and work-life integration as the emerging issues. It has been pointed out by Gonzalez et al. (2020) and Hrou & Mohamed (2014) that external forces expectedly, such as globalization and shift in technological landscape, and internal forces, which include structure of the organizations and planning, influence HR activities in the industry. There is also the impact of Information and Communication Technologies (ICTs), which has had drastic effects on the behaviour of the employees, as well as the HR operations. The study presented by Sharif Hosen et al. (2022) pays attention to training design, personal performance predictors, and job satisfaction as one of the mediators in the improvement of workforce outcomes. Afiah Mukhtar et al. (2024) encourage strategic investments in skills, capitalize on employer/ employee relationship, and embrace aggressively emerging technology to increase the competitiveness of their businesses. The combined body of

literature such as work by Sharif Hosen, Siti Rabaah Hamzah, I. A. Ismail, S. Alias, and Mohd Faiq Abd Aziz (2022) speaks volumes about the need of working in interconnected human resource development in the hospitality and tourism environment.

This is a critical, qualitative and comparative review of the literature used in human resource development (HRD) in the tourism and hospitality industry, with the consideration of the new direction of the research studies and the gaps that exist in the academic discussions. This review identifies six major research streams: training design and work performance, individual pre-requisites of performance, mediations of work performance by job satisfaction, and general qualitative accounts and approaches to HRD in hospitality and tourism. Additionally, the research highlights gaps between the two sets of literature and makes specific recommendations to inform both the research agendas of the future.

Johnson, Eugene K. (2000) conducted research aimed at developing the strategic Human Resource Management (HRM) application and the top practices application common in New Zealand organizations. Using a survey conducted among the companies with at least 50 employees, it can be mentioned that the trends observed in New Zealand among the employers are largely consistent with the global statistics: the strategic HRM is moderate, and the best practices are not necessarily identical. Nonetheless, it was found that there are also strengths in the landscape. It is notable that bigger organizations reported to be more prone to implement formal HR strategies and were more persistent in implementing the best practices that have been recognized.

Research Gap / Need of the Study

On the basis of above Review of literature it is revealed that no study in Karnataka State Tourism Development Corporation (KSTDC) has yet been made to cover all related aspects of HR practices. A success in any business is an essential of the right person in the right job. The reason why the Tourism industry is so good is because of its people and it is people who actually make the real product or service experience. This research would occupy the void in the field and assist the organization in question to reevaluate the framework of HR initiatives on the grounds of the results. Therefore, analytical research on HR practices at KSTDC has been carried out in detail.

The current research paper aims at analyzing Human Resource practices in KSTDC considering the following dimensions:

1. Human Resource Planning
2. Recruitment and Selection
3. Training and Development
4. Performance Appraisal
5. Motivation and Morale of the Employees.

Objectives of the Study

1. The following are the objectives of the study: To examine the Human Resource Planning in KSTDC
2. To study and evaluate Recruitment and Selection processes being followed in KSTDC
3. To study and evaluate Training and Development procedures adopted in KSTDC
4. To study and evaluate Performance Appraisal techniques in KSTDC
5. To study Employee Motivation and Morale in KSTDC

Hypothesis

H₀₁: Effectiveness of Executives is independent of Human Resource Planning in KSTDC

H₀₂: Effectiveness of Executives is independent of Recruitment and Selection Policies of KSTDC

H₀₃: The performance of Executive does not depend on the Training and Development Procedures adapted in KSTDC.

H₀₄: Effectiveness of Executives is independent of Performance Appraisal Technique followed in KSTDC

H₀₅: The effectiveness of non-executives does not depend on Training and Development procedures undertaken in KSTDC.

H₀₆: Effectiveness of non-executives is independent of Performance Appraisal Technique followed in KSTDC

H₀₇: Performance of non-executives is neutral to Matters of Motivation and Morale of KSTDC.

H₀₈: Executives and non-executives do not significantly differ in their perceptions towards Training and Development procedures that are being adopted at KSTDC.

H₀₉: The Executives and non-executives do not significantly differ on the perception with regards to the Performance Appraisal Techniques to be applied within KSTDC.

Scope of the Study

The study is being made to study the Human Resource Practices being followed in Karnataka State Tourism Development Corporation. The scope of the study is confined to Karnataka with specific reference to its Human Resource aspects only.

RESEARCH METHODOLOGY

Sources of data:

The two structured questionnaires distributed to the non-executives and executives were below the rank of the Assistant Managers that formed the foundation of the primary data of the study. Secondary data were obtained through reports and official publications of the international organizations, central and state authorities as well as personal sources, such journals, periodicals and newspapers. Additional background knowledge was obtained in different libraries and in the Directorate of Economics and Statistics of KSTDC. The sampling method was taken to be a stratified random, where the sample unit included staffs of Administration, Finance, and Operations of KSTDC, both executives and non-executives. The overall study size was 340, which included 40 executives at the Assistant Manager and above level and 300 non-executives, who are less than the Assistant Manager level. As on December 2024, the KSTDC staff amounted to 595 employees, according to the KSTDC data.

Division / Unit	Sum of Workforce	Executives		Non-Executives	
		Number of Executives	Executive Sample Size	Number of Non-Executives	Non-Executive Sample Size
Office management	190	126	25	64	13
Finance	51	33	7	18	4
Operations	1472	36	8	1436	283
Total	1713	195	40	1518	300

The answers obtained in the questionnaires have been placed in a five-point rating scale, the indicators of the questionnaire can be seen as listed below, 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = Strongly Agree.

Design of the Questionnaire to be given to the Executives (Unless they are too high such as Assistant Managers)

Dimensions	No. of Statements
Workforce Planning	10
Talent Acquisition and Selection	10
Employee Training and Skill Development	20
Performance Evaluation	20
Total Questions	60

Questionnaire design Non-Executives (under the rank of Assistant Managers).

Dimensions	No. of Statements
Training and Development	20
Performance Appraisal	20
Employee Motivation and Morale	20
Total Questions	60

Reliability Test of Questionnaire for Executives

Dimensions	No of Statements	Alpha
Overall reliability of Executives	60	.89
Reliability of Human Resource Planning	10	.79
Reliability of Recruitment and Selection	10	.78
Reliability of Training and Development	20	.86
Reliability of Performance Appraisal	20	.88

Reliability test of Questionnaire of an Executives shows Alpha value greater than 0,7 which means it is highly reliable.

Reliability Test of Questionnaire for Non Executives

Dimensions	No, of Statements	Alpha
Overall Reliability of Non-Executives	60	.95
Reliability of Training and Development	20	.87
Reliability of Performance Appraisal	20	.89
Reliability of Employee Motivation and Morale	20	.92

Reliability test of Questionnaire of a Non-Executives shows Alpha value greater than 0.7 which means it is highly reliable.

Data Analysis: The analysis has been performed on the analysis mean, Standard deviation, factor analysis, t-test and Chi-square. Its quantitative analysis has been done with the use of SPSS 16.0.

DATA ANALYSIS AND INTERPRETATION

Demographic Analysis

S.No	Gender	Executives	Percentage	Non Executives	Percentage

1	Male	29	72.5	192	66.0
2	Female	11	27.5	102	34.0
Total		40	100	300	100

S.No	Age	Executives	Percentage	Non Executives	Percentage
1	Below 25	Nil	0.0	7	2.3
2	25-35	10	25.0	160	53.3
3	35-45	20	50.0	81	27.0
4	45-55	5	12.5	21	7.0
5	Above 55	5	12.5	31	10.3
Total		40	100	300	100

S. No	Status	Executives	Percentage	Non Executives	Percentage
1	Married	38	95.0	215	71.7
2	Unmarried	2	5.0	85	28.3
Total		40	100	300	100

S.No	Qualification	Executives	Percentage	Non Executive	Percentage
1	Undergraduate	Nil	0.0	39	13.0
2	Graduate	11	27.5	129	43.0
3	Post Graduate	23	57.5	113	37.7
4	Others	6	15.0	19	6.3
Total		40	100	300	100

S.No	Nature of Employment	Executives	Percentage	Non Executive	Percentage
1	Permanent	32	80.0	134	44.7
2	Contractual	Nil	0.0	166	55.3
3	Deputation	8	20.0	Nil	0.0
Total		40	100	300	100

S.No	Department	Executives	Percentage	Non Executive	Percentage
1	Administration	8	20.0	13	4.3
2	Finance	7	17.5	4	1.3
3	Operations	25	62.5	283	94.3
Total		40	100	300	100

Hypothesis Testing: No major disparity exists in demographic profile of the Executives and Non Executives in KSTDC.

Statements	t-value	DF	Sig (2- tailed)	Result
Gender	.818	338	.414	NS
Age	2.538	338	.012	S
Status	3.216	338	.001	S
Qualification	3.850	338	.000	S

S =Significant, NS = Not Significant, (S) at 5 levels Significance.

The data that has been entered on the Executives or rather on Non-Executives on the Human Resource Planning, Recruitment and Selection, Training and Development, Performance Appraisal and Employee Motivation and Morale have been collected using Factor Analysis.

Factor analysis outcome on the perception held by Executives as regards to Human Resource Planning:

Factor 1	S.No.	Statements	Factor Loading
Quality Improvement	1	Organization utilizes modern management practices to individual performance	.936
	2	All jobs have well established responsibilities in the organization.	.816
	3	Human resource planning is well integrated with strategic planning in the organization	.812
	4	Human Resource should be treated more politely	.725
	5	Top Management develops skills for future requirement of KSTDC	.719
	6	KSTDC invest sufficient time in the development of new services	.622
	7	Top management believes that Human Resource is a very crucial resource.	.587

Factor 2	S.No.	Statements	Factor Loading
Human Capital Value	1	KSTDC supply sufficient money in the expansion of services.	.795
	2	Changing customer needs are responded very quickly by KSTDC	.779
	3	Human Resource is one of the most significant resources significantly taken into consideration by top management.	.616

Factor 3	S.No.	Statements	Factor Loading
Skill Development	1	Human Resource Department should properly plan, develop and monitor the system	.907
	2	Top Management develops skills for future requirement of KSTDC	.493

Factor analysis Factor research results: What are the perception of Executives about Recruitment and Selection?

Factor 1	S.No.	Statements	Factor Loading
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Scientific Selection Process	1	The current selection process embraced by the KSTDC is deemed to be beneficial among the workers.	.783
	2	The organization recruitment policy is geared towards the long run growth of future employees.	.770
	3	The company recruits in accordance to the organization aspiration.	.721
	4	In organization, selection system makes those with the knowledge, skills and attitudes they want.	.681
	5	When it is necessary to use the selection process involves the use of valid and standardized tests.	.598
	6	In the Organization, selection is involved in line managers and HR managers.	.441

Factor 2	S.No.	Statements	Factor Loading
Goal Congruence	1	KSTDC use Job Simulation procedure for selection of employees	.891
	2	There are line managers and HR managers involved in selection in the Organization.	.611
	3	The real job responsibilities are constructed by the employee than by the job description.	.578
	4	Top management believes that proper selection is a significant role of the Human Resource Development.	.461

Factor 3	S.No.	Statements	Factor Loading
Need Based Selection Techniques	1	The system of choice adhered to in an organization is very scientific and precise.	.921
	2	The top management believes that proper selection is a significant role of Human Resource Development.	.692
	3	When it is necessary in the selection process, valid and standardized tests are applied.	.508

The results of the factor analysis related to the perceived perception of the Executives to Training and Development:

Factor 1	S.No.	Statements	Factor Loading
Career Planning	1	Training program promoted to continue additional learning in the work place.	.901
	2	Career development is organized among the employees.	.850
	3	The management is worried concerning the growth and development of the employees.	.779
	4	Training programs enable the employee to be taught how to do their job.	.714

	5	There is more than one possible promotion of employees in organization.	.697
	6	Training is Important	.527
	7	The workers at every occupation will usually undergo training program on an annual basis.	.450
	8	Employees are taught new knowledge and skills periodically to operate in groups.	.420

Factor 2	S.No.	Statements	Factor Loading
Competency Building	1	KSTDC provides technical training for employees	.913
	2	The workers within the company are also given the chance to be trained on the job in an attempt to improve their expertise.	.876
	3	Employees are provided with new skills and knowledge that enables them to work on teams on a regular basis.	.687
	4	The content regarding courses of the training is aligned to the organization need.	.461

Factor 3	S.No.	Statements	Factor Loading
Performance Improvement	1	The additional skills and competencies are also enhanced through training.	.796
	2	When there is an organization on automation it trains other people.	.778
	3	Training is Important	.606
	4	The training needs recognized are realistic as it is based on the organizational policy.	.601
	5	Training is given to the workers in preference.	.550
	6	Training offers a far greater job satisfaction.	.409

Factor 4	S.No.	Statements	Factor Loading
Importance of Training	1	The training program will be engaged every year in every job to employees.	.811
	2	The performance of one at the job is enhanced through attending training programmes.	.794
	3	The workers are given due priority in terms of training.	.679
	4	The level of job satisfaction is much higher with training.	.491

Factor 5	S.No.	Statements	Factor Loading

Career Development	1	They have a chance of personal development and growth in their current jobs.	.885
	2	They should be encouraged and promoted the management training programmes in organization.	.823
	3	The learning materials of the training are consistent with organizational requirement.	.597

Factor 6	S.No.	Statements	Factor Loading
Manpower Development	1	Human resource department actively pursues worker development	.841
	2	The training requirements are realistic as they are founded on the organizational policy.	.581

Factor analysis findings where perception of Executives involved are concerning Performance Appraisal:

Factor 1	S.No.	Statements	Factor Loading
Transparency	1	Employees have faith in the performance appraisal system.	.895
	2	Jobs rotation, training and compensation are some of the decisions made using the performance appraisal data.	.891
	3	Individual and team behaviour are greatly affected by performance appraisal system.	.785
	4	What is expected from the employees is clearly mentioned in Performance Appraisal.	.701
	5	Performance appraisal clearly indicates any further training which is needed	.676
	6	Performance feedback received through out the year is useful.	.612

Factor 2	S.No.	Statements	Factor Loading
Feedback	1	Performance based feedback and counseling are provided	.848
	2	Good work is appreciated by the managers	.842
	3	All employees are aware of the goals of the performance appraisal.	.696
	4	Performance appraisal is used to identify developmental needs of the workers	.632
	5	Organization performance appraisal process helps the managers to plan for effective utilization of talents of employees	.614
	6	Managers provide constructive feedback that helps to improve performance.	.600
	7	Top management believe in using 360 degree feedback for employee development	.405

Factor 3	S.No.	Statements	Factor Loading
Potential Development	1	Performance appraisal reports are based on objective assessment	.900
	2	Written performance appraisal are given to the employees at least once a year	.850
	3	Written performance appraisal are given to the employees at least once a year	.776
	4	Managers provide constructive feedback that helps to improve performance.	.535
	5	Performance appraisal is used to identify developmental needs of the workers	.521
	6		
	6	The performance appraisal helps in the personal growth in the organization	.503

Factor 4	S.No.	Statements	Factor Loading
Counseling	1	Organization is currently doing fine job at appraising employee job performance	.910
	2	Managers generally discuss with subordinates about their strength and weakness	.910
	3	Top management believe in using 360 degree feedback for employee development	.571

Factor 5	S.No.	Statements	Factor Loading
Learning Organization	1	Majority of employees of KSTDC have performance goals for their jobs	.774
	2	The performance appraisal helps in the personal growth in the organization	.601

Non Executives perception of Training and Development based on Factor analysis result:

Factor 1	S.No.	Statements	Factor Loading
On the Job Training	1	Supporters of training program stimulated further learning on the job.	.938
	2	When people are to be organized in case of automation, they are trained in other jobs.	.938
	3	The management is interested in the growth and development of the employees.	.792
	4	Career development – plans on how to develop employees.	.699
	5	The employees are brought to work in teams through imparting to them new knowledge and skills on a regular basis.	.599
	6	Training is Important	.585

Factor 2	S.No	Statements	Factor Loading
Skill Development	1	Their current employment has a possibility of self-growth and development.	.976
	2	The training program teaches the employees the skills of doing their jobs: this is done formally.	.976
	3	The training programmes on management training in the organization ought to be promoted and achieved.	.976
	4	Emphasis is put on training of the workers.	.444

Factor 3	S.No.	Statements	Factor Loading
Human Resource Development	1	KSTDC offers employees training on technical aspects.	.931
	2	The training might have a course material that has a congruence with the organizational requirement.	.931
	3	In the organization, skills are enhanced in that employees are trained in the job.	.812
	4	The development of workers is actively followed by human resource department.	.730
	5	Employees are provided with new knowledge and skills that enable them to work in teams on periodical basis.	.422
Factor 4	S.No.	Statements	Factor Loading
Training Needs Assessment	1	More skills and competencies are enhanced through training.	.973
	2	The identified training needs are practical and grounded on the organizational policy.	.973

Factor 5	S.No.	Statements	Factor Loading
Career Development	1	Each job will involve employees undergoing training program at least once in a year.	.714
	2	There are more than one possible position that can be taken by the employees within organization.	.777
	3	Proper priority to training of the workers is provided.	.489

Factor 6	S.No.	Statements	Factor Loading
Job Satisfaction	1	Job satisfaction is far more improved through training.	.910
	2	The contribution of individual performance in the job is enhanced by attending the training programmes.	.569

Perception of Non Executives on Performance Appraisal: Results of Factor analysis:

Factor 1	S.No.	Statements	Factor Loading
Transparency	1	The purposes of performance appraisal system are not unknown to employees.	.860
	2	Performance appraisal is used to identify developmental needs of the workers	.860
	3	Performance appraisal clearly indicates any further training which is needed	.643
	4	Written performance appraisal are given to the employees at least once a year	.469
	5	Good work is appreciated by the managers	.466
	6	The performance appraisal helps in the personal growth in the organization	.429
	7	Top management believes in using 360 degree feedback for employee development	.429

Factor 2	S.No.	Statements	Factor Loading
Gap Analysis	1	Organization is currently doing fine job at appraising employee job performance	.772
	2	Performance based feedback and counseling are provided.	.679
	3	Majority of employees of KSTDC have performance goals for their jobs.	.645
	4	They use the performance appraisal information to make such decisions as job rotation, training and remuneration..	.619
	5	Managers provide constructive feedback that helps to improve performance	.613
	6	Performance appraisal clearly indicates any further training which is needed	.482

Factor 3	S.No.	Statements	Factor Loading
Better Performance	1	The performance appraisal scheme is helpful to improve quality	.782
	2	Performance feedback received throughout the year is useful.	.662
	3	Managers discuss with the subordinates about their strength and weakness	.645
	4	Good work is appreciated by the managers.	.570
	5	What is expected from the employees is clearly mentioned in performance appraisal	.497

Factor 4	S.No.	Statements	Factor Loading
Talent Management	1	Organization performance appraisal process helps the	.936

		managers to plan for effective utilization of talents of employees.	
	2	The employees believe in performance appraisal.	.936

Factor 5	S.No.	Statements	Factor Loading
Feedback and Counseling	1	Top management believes in using 360 degree feedback for employee development	.751
	2	The performance appraisal helps in the personal growth in the organization	.751
	3	Performance appraisal reports are based on objective assessment	.661
	4	Performance based feedback and counseling are provided	.437

Factor 6	S.No.	Statements	Factor Loading
Behaviour Modeling	1	Performance appraisal system impacts a lot on individual and team behaviour.	.801
	2	Written performance appraisal are given to the employees at least once a year	550

Factor analysis on perception of Non Executives of the Employee Motivation and the Employee Morale:

Factor 1	S.No.	Statements	Factor Loading
Reward System	1	There are sufficient rewards available to motivate employees.	.789
	2	Organization does a good job of positively motivating employees.	.780
	3	There is an opportunity for advancement	.684
	4	Recognition for the work done is accomplish	.624
	5	All Employees have high enthusiasm and morale.	.575
	6	Organization motivates people to do the best possible job.	.549
	7	Personal growth in doing job is obtained	.455
	8	A good opportunity to grow through learning new things	.445

Factor 2	S.No.	Statements	Factor Loading
Job Satisfaction	1	Success in the Job is achieved	.858
	2	Job is interesting	.788
	3	Employee morale address Conscious	.629
	4	KSTDC has rewards for good work done by the employees.	.564
	5	The morale in the department is high	.547
	6	Job satisfaction is high in the organization	.492

	7	A good opportunity to grow through learning new things	.496
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Factor 3	S.No.	Statements	Factor Loading
Recognition	1	Appreciation is given by the managers for the work done by employees.	.791
	2	Management of KSTDC recognizes the importance of job security	.727
	3	Management of KSTDC recognizes the importance of monetary benefits of the employees	.682
	4	KSTDC has rewards for good work done by the employees.	.415

Factor 4	S.No.	Statements	Factor Loading
Positive Motivation	1	Present position is satisfied in all respect	.795
	2	Performance review meeting motivates individual performance	.646
	3	The morale in the department is high	.493
	4	There is an opportunity for advancement	.423

Factor 5	S.No.	Statements	Factor Loading
Monetary Benefits	1	Job responsibility is there for all employees	.790
	2	Personal growth in doing job is obtained	.557
	3	Management of KSTDC recognizes the importance of monetary benefits of the employees	.514
	4	Job satisfaction is high in the organization	.493
	5	Organization motivates people to do the best possible job.	.423

HYPOTHESIS TESTING

H₀ 1: Effectiveness of Executives is independent of the Human Resource Planning in Andhra Pradesh Tourism Development Corporation.

Results of Chi Square for Human Resource Planning: Executives perception

Sl No	Hypothesis Statement	Chi-Square Value	Degrees of Freedom	Table Value at 5 percent L.O.S	Outcome
	Human Resource Planning				
1	Organization utilizes modern management practices to improve individual performance.	15.804	6	12.6	S

2	Human Resource Department should properly plan, develop and monitor the system	2.049	4	9.49	NS
3	The roles of all the jobs are well spelt out in the organization.	10.613	8	15.5	NS
4	Top management considers all Human Resource is a tremendously important resource	10.900	6	12.6	NS
5	Human Resource should be treated more politely	7.670	6	12.6	NS
6	KSTDC invest sufficient time in the development of new services	7.938	6	12.6	NS
7	Changing customer needs are responded very quickly by KSTDC	13.366	6	12.6	S
8	Top management develops skills for future requirement of KSTDC	9.243	8	15.5	NS
9	Human resource planning is well integrated with strategic planning in the organization	26.514	8	15.5	S
10	KSTDC supply sufficient money in the expansion of services	3.281	2	5.99	NS

NS = Not significant S = Significant * = 5% level of Significance:

H₀ 2: Effectiveness of Executives is independent of Recruitment and Selection Policies of KSTDC

Chi Square Results of the Recruitment and Selection: Executives Perception.

Sl No	Hypothesis Statement	Chi-Square Value	Degrees of Freedom	Table Value at 5 percent L.O.S	Outcome
Recruitment and Selection					
1	The current selection process that is used by the KSTDC is deemed to be beneficial by the employees.	22.403	6	12.6	S
2	Depending on the necessity to employ the tests, valid and standardized tests are applied in the selection procedure.	16.478	8	15.5	S
3	Formal job description does not constitute an actual job duty, rather it is constituted by the employee.	12.361	4	9.49	S
4	The company's recruitment is done in line to the organization aspiration.	16.705	4	9.49	S
5	The process of selection that is used in the organization is very scientific and precise.	4.974	8	15.5	NS

6	One of the significant roles of the Human Resource Development is selection that is of importance to the top management.	2.149	2	5.99	NS
7	In the Organization, selection is done by line managers and HR managers.	5.838	6	12.6	NS
8	The recruitment approach of the organization is focused on the long run shaping of the potential employees.	10.605	6	12.6	NS
9	Selection of employees in KSTDC is done through Job Simulation.	7.700	8	15.5	NS
10	In organization, selection system is the one that determines people with the required knowledge, skills and attitudes.	17.643	6	15.5	S

NS = Not significant S = Significant * = 5% level of Significance:

H⁰3: Effectiveness of Executives is not related to Training and Development.
Procedures adopted in KSTDC

Findings of chi square- Training and development- Executives Perception.

Sl No	Hypothesis Statement	Chi-Square Value	Degrees of Freedom	Table Value at 5 percent L.O.S	Outcome
Training and Development					
1	Training is Important	16.308	8	15.5	S
2	KSTDC is also providing technical training to the employees.	14.184	8	15.5	NS
3	Employees can be trained through job training in order to advance their skills in an organization.	14.811	8	15.5	NS
4	The employees are provided with new knowledge and skills that will allow them to work within teams at particular intervals.	14.019	6	12.6	S
5	There are many promotions that can be given to employees in the organization.	13.669	6	12.6	S
6	The area of concern that is of concern of the management is the employee growth and development.	10.783	8	15.5	NS
7	Meditation of the employees on their career growth is organized.	16.812	6	12.6	S
8	The training scheme encouraged constant learning at work.	15.260	4	9.49	S

9	Work performance of the individual in the job would be improved through the attendance of training programmes.	6.597	6	12.6	NS
10	More suitable is training to job satisfaction.	2.598	4	9.49	NS
11	The training program will be provided on the new employees of both jobs based on the annual basis.	14.844	8	15.5	NS
12	The workers are given the appropriate priority in the training.	8.366	8	15.5	NS
13	Training will also be required to improve the extra skills and competencies.	11.389	4	9.49	S
14	They are also given an opportunity to personal growth and development within the current employment.	5.089	4	9.49	NS
15	The human resource department is keen in worker development.	3.607	8	15.5	NS
16	Employee empowerment through the formal means of training takes an individual to the comprehension of the way of doing his or her duties.	20.019	8	15.5	S
17	The management training programmes within the organization should also be enhanced by promotion and encouragement.	7.782	6	12.6	NS
18	Both the training content of training follows the organization requirement in a parallel manner.	10.630	6	12.6	NS
19	In case of automation organization, the individual becomes organized in other things.	5.333	6	12.6	NS
20	The identified training needs are practical, and they are grounded on the organizational policy.	14.345	8	15.5	NS

H₀ 4: Effectiveness of Executives is independent of Performance Appraisal Techniques followed in KSTDC

Results of Chi Square for Performance Appraisal: Executives perception

Sl No	Hypothesis Statement	Chi-Square Value	Degrees of Freedom	Table Value at 5 percent L.O.S	Outcome
	Performance Appraisal				
1	Top management feel that 3600 feedback can be used in employee development.	12.107	8	15.5	NS

2	Performance Appraisal is a clear specification of what the employees are expected to do.	3.285	6	12.6	NS
3	Performance appraisal scheme is useful in enhancing quality.	6.045	8	15.5	NS
4	The reports of performance appraisal are founded on objective evaluation objective evaluation.	12.907	8	15.5	NS
5	The personal development in the company is assisted by the performance appraisal.	14.072	8	15.5	NS
6	Feedback and counseling are achieved according to performance.	13.901	8	15.5	NS
7	Most employees of KSTDC have performance plan of their jobs.	16.816	8	15.5	S
8	The junior is also performing a good job in applying employee job performance.	17.251	8	15.5	S
9	The decisions are based on the performance appraisal information in the areas of job rotation, training and compensation.	6.121	8	15.5	NS
10	Organization performance appraisal process is useful in revealing the employee talents.	5.457	6	12.6	NS
11	The performance appraisal system has clear objectives which are known by all the employees.	16.516	8	15.5	S
	The employees are administered written performance appraisal at least once a year.	5.842	8	15.5	NS
13	The need of development of the workers is identified through the use of performance appraisal.	5.870	8	15.5	NS
14	The further training is obviously pointed out by performance appraisal.	4.635	8	15.5	NS
15	It is the performance appraisal system that affects behaviour of the individual and team greatly.	11.263	8	15.5	NS
16	Constructive feedback is given by the managers in order to enhance performance.	10.641	8	15.5	NS
17	The managers value good work.	10.045	8	15.5	NS
18	The managers tend to talk to their subordinates on their strength and weakness.	17.651	8	15.5	S
19	The performance appraisal system is trusted by the employees.	6.618	8	15.5	NS
20	There is performance feedback received on year around basis.	13.558	8	15.5	NS

NS = Not Significant S = Significant *S = 5% level of Significance.

H₀ 5: Effectiveness of Non-Executives is independent of Training and Development procedures adopted in KSTDC

Results of Chi Square for Training and Development: Non-Executives perception

Sl No	Hypothesis Statement	Chi-Square Value	Degrees of Freedom	Table Value at 5 percent L.O.S	Outcome
	Training and Development				
1	Training is Important	7.844	8	15.5	NS
2	KSTDC gives training in technical training of employees.	19.557	8	15.5	S
3	The employees are also trained in the laboring process to improve their skills.	21.876	8	15.5	S
4	Certain employees are also equipped with new knowledge and skills periodically to ensure that they work as a unit.	7.623	8	15.5	NS
5	The organization has a promotion position to the employees, which is more than one.	7.164	8	15.5	NS
6	The management is concerned about the growth and development of the employees.	6.891	8	15.5	NS
7	Employee development in career will be planned.	6.527	8	15.5	NS
8	Development program recommended to learn at the workplace.	7.254	8	15.5	NS
9	Training programmes on organization improves performance of an employee at workplace.	6.701	6	12.6	NS
10	Training is much more satisfying in terms of the job.	6.701	6	12.6	NS
11	The employees will be subjected to a low-level training program on their jobs annually.	13.970	8	15.5	NS
12		16.800	8	15.5	S
13	The training of the workers is provided with the required priority.	16.873	8	15.5	S
14	Training aids in the creation of more skills and competencies.	14.722	8	15.5	NS
15	The employment they seek presently provides them with an	10.098	8	15.5	NS

	opportunity to grow and develop on a personal level.				
16	The human resource division is actively working towards training the workers.	14.722	8	15.5	NS
17	Training programs allow employees to develop skills in the manner of conducting their jobs.	14.722	8	15.5	NS
18	There should be nurturing and facilitation of the management training programmes in the organization.	19.557	8	15.5	S
19	The contents of the training program are geared towards the organization requirement.	7.254	8	15.5	NS
20	They educate them in other occupations, in case of automation organization.	16.873	6	12.6	S

NSU= Not Significant S= Significant Standard level of Significance = 5 percent.

H_0 : The Non-Executives Effectiveness is not influenced by Performance Appraisal of KSTDC.

Performance Appraisal non-executives Perception Chi Square Results.

Sl No	Statement	Chi-Square Value	df	Table Value at 5% L.O.S	Result
Performance Appraisal					
1	The top management maintain that 360 ⁰ feedback is effective in the development of employees.	7.925	8	15.5	NS
2	Performance Appraisal clearly states what the employees should expect.	7.944	8	15.5	NS
3	The performance appraisal scheme could be viewed as useful to advance quality.	10.729	8	15.5	NS
4	The objective assessment is the one on which performance appraisal reports are founded.	11.765	8	15.5	NS
5	The performance appraisal assists in the personal development in the organization.	7.925	8	15.5	NS
6	There is performance based counseling and feedback.	12.465	8	15.5	NS
7	Most of the workers at KSTDC are oriented with job performance targets.	26.120	8	15.5	S

8	Organization is now doing good job in terms of employee performance appraisal.	8.194	8	15.5	NS
9	The data obtained on the performance appraisal is utilized in determining decisions such as job rotation, training and remuneration.	10.121	8	15.5	NS
10	The organization performance appraisal process assists the managers to strategize on the effective exploitation of talents of the employees.	9.117	8	15.5	NS
11	The performance appraisal system has well defined goals.	9.117	8	15.5	NS
12	Employees receive written performance appraisal at least once every year.	17.605	8	15.5	S
13	The performance appraisal is applied to determine the developmental needs of the workers.	9.117	8	15.5	NS
14	Performance appraisal also shows clearly whether there is any additional training required.	7.667	8	15.5	NS
15	Individual and team behaviour is very much affected by performance appraisal system.	6.529	8	15.5	NS
16	Managers offer positive feedbacks that aid in performance improvement of work.	8.970	8	15.5	NS
17	The managers value good work.	13.024	8	15.5	NS
18	Managers usually communicate with subordinates on their weakness and strengths.	2.654	8	15.5	NS
19	The performance appraisal system is trustful to employees.	2.955	8	15.5	NS
20	Feedback on performance acquired during out the year will be helpful.	5.963	8	15.5	NS

NS: Not Significant S: Significant, *S: Significance at the (5) level of Significance.

H₀ 7: Effectiveness of Non Executives is independent of Motivation and Morale of KSTDC

Result of Chi Square for Employee Motivation and Morale: Non Executives Perception

Sl No	Statement	Chi-Square Value	df Value at 5% LOS	Result
Employee Motivation and Morale				
1	There are sufficient awards available to motivate employees.	5.446	8 15.5	NS

2	Organization does a good job of positively motivating employees.	7.252	8 15.5	NS
3	Recognition for the work done is accomplish	3.645	8 15.5	NS
4	KSTDC has rewards for good work done by the employees.	4.849	8 15.5	NS
5	Employee morale address Conscious	14.800	8 15.5	NS
6	A good opportunity to grow through learning new things	.786	8 15.5	NS
7	Morale in the department is high	6.838	8 12.6	NS
8	Job satisfaction is high in the organization	5.159	8 15.5	NS
9	The Job success is obtained.	4.669	8 15.5	NS
10	Job is interesting	5.794	8 15.5	NS
11	Appreciation is given by the managers for the work done by employees.	2.404	8 12.6	NS
12	Present position is satisfied in all respect	10.519	8 15.5	NS
13	Performance review meeting motivates individual performance	10.817	8 15.5	NS
14	There is an opportunity for advancement	6.282	8 15.5	NS
15	The Employees are very enthusiastic and the morale is high.	10.419	8 15.5	NS
16	Organization motivates people to do the best possible	10.554	8 15.5	NS
17	Job responsibility is there for all employees	6.547	8 15.5	NS
18	Personal growth in doing job is obtained	12.222	8 15.5	NS
19	KSTDC management is aware of the significance of monetary rewards of the staff.	13.506	8 15.5	NS
20	Management of KSTDC recognizes the importance of job security	25.417	8 15.5	S

NS: Not Significant S: Significant, *S: Significance at the (5) level of Significance.

H₀ 8: There is no significant difference among Executives and Non Executives in the perception of Training and Development-procedures adopted in KSTDC

Result of Hypothesis testing regarding Training and Development among Executives and Non Executives

S No	Statements	t-values	df	Sig(2-tailed)	Result	95% Confidence Interval of the Difference	
						Lower	Upper
1	Training is Important	1.105	338	.270	NS	-.1546	.5512
2	KSTDC trains employees in technical training.	1.909	338	.037	S	-1.13E-02	.7546
3	Training of employees is done in job to enhance their expertise.	.971	338	.032	S	-1.864	.5497

4	Employees are occasionally offered new knowledge and skills to operate in groups.	-.597	338	.551	NS	-.4296	.2296
5	There are more than one possible position of promotion of employees in organization.	-.304	338	.761	NS	-.3861	.2827
6	Employees growth and development are the concerns of management.	1.018	338	.310	NS	-.1601	.5034
7	Career development of the employees is also planned.	1.374	338	.170	NS	-9.72E-02	.5472
8	Training program promoted additional learning at work.	.441	338	.659	NS	-.2304	.3637
9	When one attends training programmes, individual performance improves at work.	-.543	338	.587	NS	-.3390	.1923
10	Training is far much better in job satisfaction.	-1.311	338	.191	NS	-.3501	7.008E-02
11	Training program will be done every year to employees of each job.	.679	338	.048	S	-.2469	.5069
12	During training of the workers, priority is accorded.	.530	338	.597	NS	-.2714	.4714
13	Training assists in refining more skills and competencies.	-.713	338	.476	NS	-.3069	.1436
14	Their current jobs allow them to grow and develop personally.	1.832	338	.068	NS	-1.98E-02	.5565
15	The human resource department is involved in the active development of the workers.	.696	338	.487	NS	-.2345	.4912
16	The employees learn how to do their jobs in formal training programs.	.947	338	.344	NS	-.1543	.4409
17	In the organization, the management training programmes should be promoted and nurtured.	4.061	338	.000	S	.3188	.9178

18	The training course material is in line with the organizational need.	3.165	338	.002	S	.2259	.9674
19	People are trained to other jobs in the event of automation organization.	-1.520	338	.130	NS	-.5354	6.870E-02
20	The identified training needs are realistic and grounded in the organizational policy.	3.210	338	.001	S	-.6155	.1478

H₀ 9: There is no significant difference among Executives and Non Executives in the perception of Performance Appraisal procedures followed in KSTDC.

Result of Hypothesis testing regarding Performance Appraisal among Executives and Non Executives

S. No	Statements	t-values	df	Sig(2-tailed)	Result	95% Confidence Interval of the Difference	Lower	Upper
1	Top management believe in using 360 ⁰ feedback for employee development	2.084	338	.038	S	2.124E-02	.7354	
2	What is expected from the employees is clearly mentioned in Performance Appraisal.	4.727	338	.000	S	.4330	1.0503	
3	The performance appraisal scheme is helpful to improve quality	-2.741	338	.006	S	-.7156	-.1177	
4	Performance appraisal reports are based on objective assessment	.035	338	.972	NS	-.3731	.3864	
5	The performance appraisal help in the personal growth in the organization	2.079	338	.038	S	2.033E-02	.7363	
6	Performance based feedback and counseling are provided	1.756	338	.080	NS	-3.43E-02	.6043	
7	Majority of employees of KSTDC have performance goals for their jobs	-.746	338	.456	NS	-.4305	.1938	
8	Organization is currently doing fine job at appraising employee job performance	-.394	338	.694	NS	-.3997	.2664	
9	The performance appraisal data is used for making decisions like job rotation, training and compensation	2.142	338	.033	S	2.697E-02	.6330	
10	Organization performance appraisal process helps the managers to plan for effective utilization of talents of employees	-.988	338	.324	NS	-.5732	.1899	

11	The objectives of the performance appraisal system are clear to all employees	.271	338	.786	NS	-.3227	.4261
12	Written performance appraisal are given to the employees at least once a year	-1.255	338	.210	NS	-.6034	.1334
13	Performance appraisal is used to identify developmental needs of the workers	-.125	338	.901	NS	-.3907	.3440
14	Performance appraisal clearly indicates any further training which is needed	1.178	338	.240	NS	-.1407	.5607
15	Performance appraisal system has a strong influence on individual and team behaviour	6.510	338	.000	S	.9467	1.7666
16	Managers provide constructive feedback that helps to improve performance.	-1.412	338	.159	S	-.6341	.1041
17	Good work is appreciated by the managers	.759	338	.444	S	-.3832	.1699
18	Managers generally discuss with subordinates about their strength and weakness	-2.532	338	.012	S	-.6693	-8.04E-02
19	Employees have faith in the performance appraisal system.	4.905	338	.000	S	.5590	1.3077
20	Performance feedback received through out the year is useful.	.347	338	.729	NS	-2959	.4225

S = Significant, NS = Not Significant at 5% Level of Significance.

FINDINGS AND SUGGESTIONS

Findings

1. The profile of the respondents shows that among Executives 72.5% are males and 27.5% are females and among Non-Executives 66% are males and 34% are females. It is also found that 50% of Executives are between the age group of 35-45 years and among Non-Executives 53.3% are between the age group of 25-35. There exist more variation (S.D=1.01) in ages of Non Executives compared to Executives.
2. Majority of the respondents among Executives 57.5% are Post Graduates and among Non-Executives 43% are Graduates and 37.7% are Post Graduates. It is also found that there is much deviation among the qualification of the respondents (S.D=.79). Among the respondents 95% of the Executives are married and among Non-Executives 71.7% are married.
3. Featuring Analysis in relativity to the Questionnaire involving Human Resource Planning, one can see that 80 percent of the respondents concurred with the statements that Top Management believes Human Resource is a tremendously important resource, 75 percent of the respondents believe that the HR department ought to plan, develop and monitor the system properly, 62.5 percent of the respondents disagreed that the changing customer needs are met very promptly at KSTDC, and that Human Resource Planning is well-integrated with the strategic planning in the organization (67.5 per cent).

- Descriptive Statistics indicates the presence of deviation between opinion of the respondents in the statements of Human Resource Planning. The statements are the responsibilities of all the jobs are properly assigned in the organization (S.D 1.06), KSTDC invests enough time in the development of new services (S.D 1.01) and top management acquires skills of future requirement of KSTDC (S.D. 1.03).
- Factor Analysis applied Principal Component Analysis varimax rotation that has identified the following three significant factors that are useful in implementation of Human Resource Plans.
 - Quality Improvement
 - Human Capital Value
 - Skill Development

Hypothesis Testing reveals that Human Resource Planning is dependent on Organization utilizes modern management practices to improve individual performance, changing customers' needs are respondent very quickly by KSTDC and Human resource planning is well integrated with strategic planning in the organization.

Findings:

- ✓ Majority of the respondents (65%) disagreed that KSTDC invests sufficient time in the development of new services. Hence it is suggested that KSTDC may spend adequate time for development of new services so as to improve the quality of services as per the requirement of the tourists.
- ✓ Around 63% of the respondents are of the opinion that the organization does not respond to the changing needs of the customers. Therefore it is suggested that KSTDC may incorporate the strategy of responding to changing needs of the customers.
- ✓ Majority (60% of the respondents) of them were strongly opposed to the statement that organization is adopting modern management in enhancing the performance of the employees. It is recommended that KSTDC can pursue the current trends in management practices such as Talent Management, Competency mapping, Performance Management Practices to enhance the performance of the employees.
- ✓ 67.5% of the respondents are of the opinion that Human resource planning is not integrated with strategic planning in the organization. it is suggested that Management of KSTDC may integrate their Human resource planning with strategic planning and give importance to Human Values.

4. Answering the questionnaire on Recruitment and Selection process being followed in KSTDC, the analysis with respect helps in portraying that, 77.5 of the respondents said that the Line Manager and HR Manager are involved in selection process in the organization. 67.5 of the respondents said that Top Management regard appropriate selection as an essential role of Human Resource Development. 57.5 of the respondents have said that the selection system in the organization is highly scientific and accurate. 60 of the respondents have disagreed with the statement that the selection system followed in organization use Job

Descriptive statistics indicates that high variation existed among the respondents on the statement that valid and standardized tests are used where necessary in the selection process (S.D = 1.01), the selection system used in the organization is highly scientific and accurate (S.D= 1.01) and KSTDC use job simulation procedure to select employees (S.D=1.01).

Factor Analysis was carried out through Principal Component Matrix with varimax rotation that identified the following three significant factors that will prove useful in implementation of recruitment and selection processes underway at KSTDC.

Scientific process of selection.

- Goal congruence
- Need based selection methodology.

Hypothesis testing demonstrates that the current selection procedure, as developed by the KSTDC, is found beneficial by the employees and which involves the use of valid and standardized tests, when applied in the selection process. The real tasks on work are defined by the employee than the job description, recruitment in the company is as per the organizations aspiration and selection system in organization selects those who possess the desired knowledge, skills and attitudes.

Findings:

- ✓ It is established that over 55 percent of the employees working in KSTDC are on contractual basis being recruited through Man power agencies and that a small percentage of employees (67.5 per cent) felt that the current selection process adopted by KSTDC was not beneficial. They propose that management can use the scientific process of selection such as preliminary interview, Aptitude tests, personality test selection of employees.
- ✓ Approximately, 58 percent of the respondents believe that valid and standardized tests are not applicable in the selection process. Therefore, it is recommended that the organization can directly recruit and select the employees by using the standardized tests rather than visiting Manpower agencies.
- ✓ Most of the respondents (72.5) affirmed that employees make their duties rather than formal job description techniques. It is indicated that the formal job description could be offered by KSDTC to the employees.
- ✓ 62.5% of the respondents are of the opinion that Recruitment in the company is not in line with organizational aspiration. Hence it is suggested that Management has to integrate the recruitment policy with the organizational goals for achieving goal congruence.

5. Analysis on Training and Development procedures adopted in KSTDC. It is found that more than 80% of the Executives and Non-Executives agree that Formal training programs teach employees the skills to perform their jobs 70% of the Executives and 32.7% of Non-Executives agree for the statement that there is an opportunity for personal growth and development in their present job 82.5% of the Executives and 78.6% of Non-Executives are in the opinion that Training is important. 66.7% of non-executives strongly disagree that KSTDC provides technical training for employees whereas 80% of the Executives agree for the statement.

✓ Descriptive statistics presents that there is more dispersion among Executives in terms of the statements of KSTDC gives technical training to employees ($S.D=1.05$), organization employees are trained in their job to develop their skills ($S.D=1.15$) and employees in their respective job will undergo training program annually ($S.D=1.18$). The Non Executives of KSTDC is more varied on the statement that the training needs identified are realistic and based on the policy of the organization ($S.D=1.19$), KSTDC offers technical training to the workers ($S.D=1.17$), Training of the workers is accorded due priority ($S.D=1.15$), the course content of the training is congruent to the need of the organization ($S.D=1.17$).

✓ Factor Analysis has been done based on Principal Component Matrix with Varimax rotation that has drawn the following six significant factors in Training and Development among the Executive and Non Executives. Out of twenty variables, six factors are extracted about Executives on Training and Development and they are:

- ✓ Career planning
- ✓ Competency building
- ✓ Performance improvement

- ✓ Importance of training
- ✓ Career development
- ✓ Manpower development

The Non Executives for Training and Development has been extracted on six factors among twenty variables:

- ✓ On the job training
- ✓ Skill development
- ✓ Human resource development
- ✓ Training needs assessment
- ✓ Career development
- ✓ Job satisfaction

Hypothesis testing Chi square has been performed separately on Executives and Non Executives to know the perception on Training and Development Procedure adopted in KSTDC it is found that there are few statements which are significant at the level of 5% among Executives, i.e. Training is important, new knowledge and skills are imparted to the employees periodically to work in teams, employees in organization has more than one potential position to be promoted, training program is encouraged to take further learning on the job, training is effective in enhancing more skills and competencies and formal training programs trains employees to work in teams. The statements that are found to be significant at 5 percent level of significance among Non-Executives include KSTDC provides technical training to employees, organization employees are trained on the job to enhance their skills, training of the workers is given priority, the course content of the training is congruent to the need of the organization, the identification of the training needs are realistic and based in the policy of the organization.

To know the perception of the Executive of the Non Executive on the Training and Development procedures followed in KSTDC, t-test has been performed and it stated that there is a significant difference among the perception of the Executive and Non Executives i.e. KSTDC provides technical training to the employees, organization employees receive training on the job to enhance their skills, employees in each job will generally go through the training program annually, the management training program in the organization should be promoted and developed and training needs identified are realistic and based on the policy of the organization.

Findings:

- ✓ More than three - quarters of the respondents were of the opinion that training is important and more than two-thirds of Non-Executives has recorded that KSTDC does not give technical training to its employees. It is implied that the management will need to train the employees on Behaviour Modeling and Business Exercise periodically.
- ✓ Majority of the respondents (64%) feel that employees are not taught new knowledge and skills periodically to work in teams. Therefore it is recommended that KSTDC can regularly train the employees in order to equip them with new knowledge and skills that will assist them in competency building.
- ✓ 66.0% of the respondents did not agree that when there is automation, then, people get training on other jobs in the organization. Hence KSTDC ought to undertake employee training in the event of automation to enhance their job performance.
- ✓ Most of the respondents (73%) believe that the Management training programmes in the organization should be promoted and established. KSTDC must also value training programs in order to enhance skills of the employees.

6. Analysis has been done on Performance Appraisal techniques adopted in KSTDC. Data reveals that 65% of the Executives states that Performance Appraisal reports are based on objective assessment whereas 68.3% on Non-Executives strongly disagreed to the statement. More than 55% of respondents agree for the statement that Performance appraisal data is used for making decisions like Job rotation, Training and Compensation. 65% of Executives are in the opinion that Performance appraisal helps in personal growth in the organization whereas 72.7% of Non-Executives disagreed to the statement. Around 52% of Non-Executives disagree that managers provide constructive feedback that helps to improve performance and good work is highly appreciated by the managers whereas Executives are contradictory to these statements.

Descriptive Statistics shows that the executives have a high deviation concerning the statements of performance appraisal in such that the objective of the performance appraisal system are clear to all employees ($S.D = 1.26$) and that Performance received throughout the year is useful ($S.D = 1.22$). Non Executives demonstrates more deviations on the statement Written performance appraisal are given to the employees at least once a year ($S.D = 1.12$), written performance appraisal are given to the employees at least once a year ($S.D = 1.12$), Performance appraisal system has a strong influence on individual and team behaviour ($S.D. = 1.26$ and performance appraisal reports are based on objective assessment ($S.D= 1.16$).

Principal Component Analysis with varimax rotation was done as the Factor Analysis and five factors among the Executives and 6 factors among non-executives have been extracted as important factors in performance appraisal.

The following are the five factors extracted out of twenty variables for performance appraisal among Executives

- ✓ Transparency
- ✓ Feedback
- ✓ Potential development
- ✓ Counseling
- ✓ Learning Organization

The following are the six factors extracted out of twenty variables for performance appraisal among non-executives.

- ✓ Transparency
- ✓ Gap Analysis
- ✓ Better performance
- ✓ Talent management
- ✓ Feedback & counseling
- ✓ Behaviour Modelling

Hypothesis test: Chi square has been undertaken to learn about the perception on the Performance Appraisal techniques adopted in KSTDC. It is discovered that four statements that are significant at 5% level of significant, i.e. Majority of employees of KSTDC have performance goal of their job, Organization is doing well jobs in appraising their job performance, the purpose of the performance appraisal is clear to all employees and Managers are generally conversing with their subordinates about their strengths and weaknesses. The major disparity among non-Executives are written performance appraisal are administered to the employees not less than once a year, most of the employees at KSTDC have job performance objectives.

The t-test has been conducted to understand the perception of the Executives and Non-Executives with respect to the Performance Appraisal procedures adopted in KSTDC and

it is discovered that there is a significant difference among the perception of the Executive and Non-Executive of KSTDC to the statements that what is said by the employees is very clearly said in performance appraisal, the performance appraisal scheme is useful to enhance quality and the performance appraisal help in personal growth in the organization, the managers provide constructive feedback that will help improve performance, good work is appreciated and the managers generally discuss with the subordinates.

Findings:

- ✓ Around 62% of the respondents opined that performance based feedback and counseling are not provided. More than 50% of the respondents opined that managers do not provide constructive feedback that help to improve performance, and managers do not discuss with their subordinates about their strength and weakness. In order to develop the potential of employees, Performance based reports, Feedback and Productivity Counseling may be provided so as to improve better performance of employees.
- ✓ Majority of respondents (63.7%) have disagreed that written performance appraisal is given to employees at least once a year. It is suggested that management has to maintain transparency by providing written performance appraisal reports to each and every individual employee.
- ✓ Around 66% of the respondents disagreed that employees have faith in the performance appraisal system as most of the employees are with a strong consent that KSTDC appraisal data is not used for promotions and appraisal feedback is totally absent. Hence it is suggested that KSTDC may give promotions and compensations on the basis of standardized regular appraisal.
- ✓ Majority of the respondents (62.3%) has opined that good work is not appreciated by managers. Hence it is suggested that managers may follow transparency, feedback and counseling based objective appraisal criteria.

7. Analysis with respect to questionnaire on Employee Motivation and Morale in KSTDC shows 67% agreed that Job responsibility is there for all employees, 56% of the respondents say that there is good opportunity to grow through learning new things. 81% disagree that recognition for the work done is accomplished. More than 55% of the Non-Executive disagree to the statements that Appreciation is given by the managers for the work done by employees and Management of KSTDC recognizes the importance of monetary benefits of the employees.

Descriptive statistics reveals that there exist a high variation among Non-Executives among the statements of Employee Motivation and Morale that there are sufficient awards available to motivate employees ($S.D=1.30$), Organization does a good job of positively motivating employees ($S.D=1.02$), ($S.D=1.07$) Recognition for the work done is accomplished, KSTDC has rewards for good work done by the employee, Management of KSTDC recognizes the importance of Job Security ($S.D=1.21$). And Management of KSTDC recognizes the importance of monetary benefits of the employees ($S.D=1.15$).

Principal Component Analysis with varimax rotation was used to extract the five key factors of the Employee Motivation and Morale among the Non-Executives.

The five extracted variables out of twenty variables of employee Motivation and Morale among Non-Executives are as follows.

The hypothesis testing will indicate that the difference exists significantly among non-executives in terms of the statements; Management of KSTDC understands the value of job security.

Findings:

- ✓ Most of the respondents (60.3) feel that the rewards are not enough that can be used to motivate the employees. To motivate employees to perform well in their jobs, KSTDC may give reward system such as Travel concession, Recreational Programmes, Membership in club etc.
- ✓ Around 55% of the respondents opined that no appreciation is given by the managers for the work done by the employees. It is suggested that recognition for the work done is to be given by giving appreciation certificate to the employees.
- ✓ Majority of the respondents (59.3%) disagreed that Organization motivates to do the best people jobs. Hence it is suggested that in order to motivate employees to do the best job extra incentives like monetary benefits is to be given.
- ✓ Around 42% of the employees are of the opinion that employees have high enthusiasm and morale. In order to maintain high enthusiasm and morale KSTDC may go for regular recruitment as most of the employees are on contract basis which may help in morale development of the employees.

Suggestions

Depending on the research gained in the study, KSTDC can have the following steps that can be taken into account in terms of overall development.

1. Rapid Service Innovation

- Allot certain time units to cross functional teams to design new and innovative service offerings and test the offerings.
- Institute systematized methods of receiving comments left by tourists on a planned frequency and use the comments to continue enhancing the services.
- Set definite performance expectations during the introduction of new package and monitoring of the monthly performance in relation to the time-to-market criteria.

2. Increase Speed in Customer Response.

- Adopt a lean tool, which would entail swift response procedure whereby the front-line employees can modify services within the field.
- Know how to identify changes in traveller preferences in days and not months since digital tools (social listening, surveys) can identify them.

3. It is recommended to give each department the responsibility of ensuring that all customer suggestions and complaints are followed through. Reform HR Management Practices.

3. Optimise the HR Management Systems.

- Shall be on the new talent management system by competing using competencies, succession planning and creation of formalised peer-peer feedback opportunities.

Make appraisal processes quarterly, strategic processes of gathering and discussing what is possible and how it can be aligned with the overall organizational directions.

- Introduce custom-developed study programs online and on-site, according to the skills of the highest priority depending on the results of the factor analysis quality assurance, human capital development and skills development.

4. HR Planning-Organization Strategy Assimilation.

- To involve the HR leaders in every process of strategic planning in order to ensure that the workforce is able to provide towards the growth targets.
- Build a unified dashboard that does not only track the HR-related KPIs (the amount of employees, skills shortage training RO) but also financial and operation-related ones.
- Co-hold quarterly strategic sessions between business leaders and the HR to participate in forecasting needs of future projects that relate to talents.

5. Take Advantage of Demographic Information to develop talents.

- Introduce peer mentoring groups to fill the learning gap between the senior executives (35-45 years) and the young (25-35 years) who in the process of making executives.

- Introduce flexible career ladder and other specific upskilling incentives to allow graduate level non-executives to scale their career ladders.

- Develop organizational work practices that are friendly to employees such as rotations of work and parental leave that recognizes the deep marital engagements of employees and their implication in work-family as well as life balances.

6. Build a Scientific, Hiring End to End Framework.

- Harrass a robust multi-stage recruitment approach with both formality and competency-focused interview, all-standard aptitude/personality and lengthy job-immersion test.

- Provide the HR teams and line managers with preparations of homogenous scoring matrices to be used to assess candidates without bias.

Bias and strong evaluation process Trainers of the trainers should be informed about the issue of bias and a powerful evaluation system that should be used to provide the importance of justice and regularity in the recruitment process.

7. Bring Recruitment In-House and Strategy Alignment.

- The dependence on third party man power should be reduced by systematically developing an in house recruit team which will be under a well established service level agreement.

- Develop uniform, role based job description to each goal based, responsibility based, core competency and organizational objective based job.

- Able to engage the top management levels into reviewing and enhancing the hiring criteria to ensure that the staffing solutions are in line with the strategic direction and evolution of KSTDC.

8. Improve Goal Congruence by Competency Mapping.

- Develop comprehensive competency model that would openly align each job with organizational strategic focus.

The consequences of the framework can assist in making recruitment choices and drawing up strong on-boarding strategies, which can consequently assist each group member in influencing essentially beneficial impacts on the core goals of business.

Recommendation of Training and Development.

9. Develop Technical and On-the-Job Training.

- To training in non-executive personnel, which ought to be presented with the help of a combination of digital training and laboratory practice.

- Develop programs of a regular employees training program at least once in six months, during which all the employees would go through some rotation of skills training programs to ensure that there is continual professional development.

10. Encourage Skill Up gradation in Continuity.

then, creating periodic seminars once in every three months on recent touristic trends, customer-experience practices, e-tools.

Use business and behavioural patterns simulations to increase speed of decision making and team working.

11. Motivate Career Pathways and Needs Assessment.

- Implement a competency based career development model, whose level of development is established and individual learning plan.

- • Training-needs diagnosis that includes organizational imperatives should be done once a year, which captures this directly and something that fully measures the level of return of every learning program.

- Introduce a leadership development channel which is inclusive of structure coaching, peer-learning which involves group interaction and, action-learning modules, which will make managers future ready.

Performance Appraisal Suggestions.

12. Increase Objective and Transparency.

Prepare specific and role concerned performance parameters and avail them to every employee at the time when the cycle commences.

- Report on the appraisals at least once a year, and between the annual reviews check-ins to keep an eye on progress.

Introducing a digital appraisal tool would also ensure that any ratings, feedback and development notes can be viewed and even audited not only by the manager, but also by the employee.

13. Train Managers to Coaching and Counseling.

To train the staff members on the issue of well balanced and strengths based feedback and SMART developmental goals.

- Conduct weekly one-on-one meetings on the whole performance coaching - ensure that this is recorded and followed up.

Practices that can be applied include using peer-review exercises or having individuals who are considered as feedback buddies so that more information is elicited than the one observed by the manager.

14. Associate Results of Appraisal with Growth and Rewards.

These policies should be made overt in that the appraisal ratings should be tied to promotions, job rotations, pay gap and training budgets.

- Introduce a recognition program (i.e. reward program such as Top Performer of the quarter each quarter) where the more achievers are given recognition.

• Anticipate talent shortfall by selling on the basis of the appraisal data to design a personal learning plan on to the seat.

Employee Motivation and Morale Suggestions.

15. Develop a Pervasive Recognition Framework.

- Develop monthly and annual prizes- entrust the nominations to the peers or to the managers.

• Advertise success during meetings in town halls and newsletter.

Rewards that are participated in should include minor non-monetary rewards (e-vouchers, club memberships, additional vacation) given on the recognition of accomplished achievements.

16. Empower Reward and Incentive Blend.

- Add spot bonuses or performance-based stipends in order to be able to win fast and have great customer response.

• Provide employees with the choice based upon rewards such that they choose what they most prefer (e.g. professional development stipend or gift voucher).

17. Make Work More Secure and Leadership Developed.

- High impact contractual workforce should be placed in permanent employment on merit and corporate need basis.

• Develop functional based career ladders in terms of the distribution of career paths that are obvious and contain precise points of promotion in the ladder and training interventions that are built into the ladders and add value to the progression inherent in them.

- Experience cross departmental assignments and stretch projects that broaden the talent and also an indicator that the organization is long term invested in careers.

CONCLUSION

This analysis re-emphasizes that although the leadership at KSTDC takes human resource into consideration, there are evident deficiencies in introducing service innovativeness, responsiveness to customers, advanced management techniques, and HR planning alignment with its strategy. Through the deliberate investment of time and tools in new-service development, integration of agile feedback loops, and embrace of modern talent approaches, followed by integration of all of the above into broader strategic picture of the organization, KSTDC will be able to transform the value of its human capital. By doing so, it will not only achieve the move to meet new demands of the tourists in a timelier fashion, but also deliver a consistent performance increase on all levels of the company.

The analysis of the recruitment practice and training at KSTDC shows a definite potential: the transition from the unplanned, agency-based approach to hiring and unbalanced talent development programs to a well-coordinated talent ecosystem. Its strategic goal of attracting and retaining the people to enable the company face the challenges of tomorrow by institutionalizing scientific selection practices, creating specific job descriptions and aligning competencies with business objectives will go a long way in achieving its intended objective. In the same way, the endowment of structured technical training, on-the-job rotation, and strong career-planning procedures will increase the employee engagement, performance and alignment with KSTDC vision. Collectively, these initiatives will promote increased quality of services, increased responsiveness to the changing needs of tourists and sustainable growth of the organization.

KSTDC can restore faith in performance feedbacks by revamping appraisal system to be more objective, transparent and development-oriented, and make every employee earn a clearly defined route of appraisal to reward. At the same time, strong recognition and rewarding system supported by the greater job security and promotion possibilities will drive the motivation and tie-up the top talent. All of this will lead to the creation of high-engagement culture where employees are assured that they are fairly judged and truly valued and motivated to provide outstanding services.

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