

## **Managing the Employment Relationship: A Study of Hospitality industry in Uttarakhand**

**Dr. Yashpal Negi**

Associate Professor & Director,  
State Institute of Hotel Management and  
Catering Technology & Applied Nutrition,  
New Tehri, Uttarakhand,  
(A Constituent College of Uttarakhand  
Technical University),  
Dehradun, Uttarakhand, India

### **Abstract**

Vital customer outcomes such as satisfaction and repeat business translating into better financial performances. Positive employee relations served as an intangible and enduring asset a source of sustained competitive advantage at the organization level. Employee satisfaction and engagement are related to meaningful business outcomes. Good employee attitude evolve from good employment policy, the level of employee satisfaction regarding working conditions, the recognition and encouragement they receive for their good work, an opportunity provided to help them perform well and the commitment to product or service all contributed to the business units.

With more progressive HR policies had higher monthly revenue, concern for perceptions of organizational justice or measuring job satisfaction should be of interest. HR policies can facilitate more positive attitudes to manage the employment relationship.

### **Keywords**

Human Resource Management, HR policies, Organizational performance, Employment Relationship

### **Introduction**

Good service means employees are satisfied from their current assignment with value of profit toward organization include employees' understanding the practices, Workplace environment procedures, and behaviours, all are appreciated by the

hospitality organizations. Three cases of innovative hospitality industry human resources practices demonstrate that innovation is often a function of how well an idea is implemented. Developed an employee-recognition program dubbed "Service Plus" to acknowledge consistent excellence by offering rewards that are specifically meaningful to employees; McDonald's, which has implemented sales-promotion incentives that both drive product sales and encourage employee retention; and Sodexo, which uses as many social media platforms as possible to attract and engage potential employees to brand itself as a desirable employer. (Cornell Hospitality Report Vol. 11, No. 4, February 2011-Implementing Human Resource Innovations' bcv Three Success Stories from the Service Industry by Justin Sun and Kate Walsh, Ph.D) It is evident that the complexion of the Human Resource Management has changed dramatically during last few decades. The changed complexion of Human Resource Management has subsequently a greatly expanded role for it. Today, Human Resource Managers in a business organization are performing very crucial role. That's what the importance of human resource is highly prioritized in today's highly volatile global competitive world. The travel and tourism industry has emerged as one of the largest and fastest growing

economic sectors globally. According to the United Nations World Tourism Organization (UNWTO) Tourism Highlights 2013) 2 tourism's total contribution to worldwide GDP is estimated at 9 percent. Tourism exports in 2012 amounted to USD 1.3 trillion accounting for 6 per cent of the world's exports. New tourist destinations, especially those in the emerging markets have started gaining prominence with traditional markets reaching maturity. Asia Pacific recorded the highest growth in the number of international tourist arrivals in 2012 at 7 per cent followed by Africa at 6 percent. (UNWTO annual report 2013) 3 this form of tourism is beneficial as on one hand it satisfies the changing fashion of tourists on the other it sustains the industry environmentally and economically (Singh, 1983) 4. The tourism industry is a major contributor to the economy of Uttarakhand, with hill-stations like; New Tehri, Chamba, Dhanaulty, Mussoorie, Almora, Rani-khet and Nainital being some of the most frequented destinations. Recent developments in the region include initiatives by the state government to capitalize on the burgeoning visitors' volume (Ministry of Tourism, Government of India, year 2012-2013) 5. Nature has endowed this region with so much beauty and spiritual bliss that the land is also known as Dev Bhumi, the Land of Gods. Recently the devel-

opment made by govt of Uttarakhand with the efforts of department of tourism by attracting people with various activities in the sridev suman sagar at New Tehri as supreme destination.

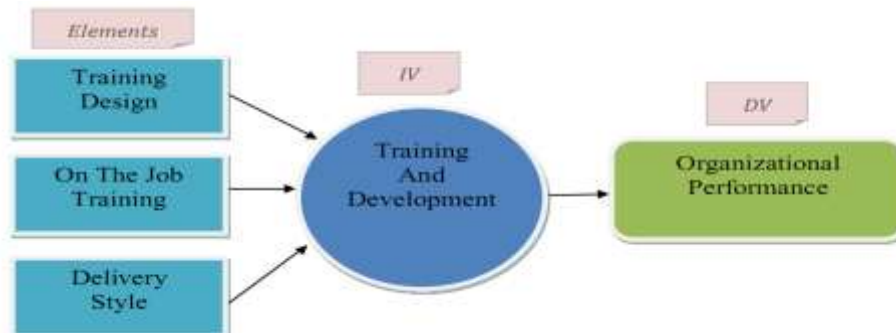


**Fig 1.1 Activities like floating marina restaurant, wooden huts, floating huts, zet skiing, rafting with barge to attract the tourist.**

### **Review of Literature**

Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in Human resources. The focus of current study is to Managing the Employment Relationship, On the Job Training, Training Design and Delivery style on Organizational performance. Training and Development, On the

Job Training and Training Design and Delivery style have significant effect on employee Performance and relationship to the Organizational performance and all these have positively affect the Organizational Performance(**Raja Abdul Ghafoor Khan, and et. al, 2011**)<sup>6</sup>.It is very necessary for the organization to design the training very carefully (**Michael Armstrong, 2000**)<sup>7</sup>. The design of the training should be according to the needs of the employees (**Ginsberg, 1997**)<sup>8</sup>. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (**Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001**)<sup>9</sup>. It seems that Training design plays a very vital role in the employee as well as organizational performance. A bad training design is nothing but the loss of time and money (**Tsaur and Lin, 2004**)<sup>10</sup>. The dependent and independent variables are shown in the theoretical framework as drawn above. The training & development is the independent variable and organizational performance is the dependent variable. These two variables have been chosen to see the relationship between these variables i.e. to see the impact of Training & development on the organizational Performance.



**Fig. 1.2** Impact of Training and Development on Organizational Performance

**Source: Raja Abdul Ghafoor Khan, and et. al, 2011 Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011)<sup>11</sup>**

The theoretical frame work can also be seen from the above diagram (**Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan, 2011)<sup>12</sup>**.-According to **McKenna and Beech (2002:110)<sup>13</sup>** in their book “Human Resource Management-A Concise Analysis”, it is stated that “It is important that a sound basis is established for other associated elements of Human Resource Management practice such as performance management (appr-aisal), reward management (moti-vation) combined with training and development”. (**According Cole 2002)<sup>14</sup>**, in his book Personnel and Human Resource Management, training is a learning activity directed towards the

acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. According to **Cole (2002)<sup>15</sup>** training can achieve:

1. High morale - employees who receive training have increased confidence, motivation and relationship
2. Lower cost of production training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste.
3. Lower turnover training brings a sense of security at the workplace which reduces labour turnover and absenteeism is avoided.

4. Change management- training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations.
5. Provide recognition, enhanced responsibility and the possibility of increased pay and promotion.
6. Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression and
7. Help to improve the availability and quality of staff.

*(Kenney et al 1992)*<sup>16</sup> makes a point that companies should have different policies for training depending on the class or level of employment or level of employees to be trained. They pointed out that training policies are necessary for the following reasons:

- 1) To provide guidelines for those responsible for planning and implementing training;
- 2) To ensure that training resources are allocated to pre-determined requirements;
- 3) To provide for equality of opportunity for training throughout the company; and
- 4) To inform employees of training and development opportunities

## **Research Methodology**

An attempt has been made here to examine how Employment Relationship can be managed. Since the large numbers of hotel units become sick due to various human resource managerial factors like the improper criteria of training & development. In order to know employees' performance and problems of training & development a detailed analysis has been carried out in this chapter on the basis of different parameters. An exploratory research design was followed to carrying out this study. Primary data was collected on the basis of field investigation in Uttarakhand. The primary data was based on questionnaire and field survey, whereas, secondary data was collected from published and unpublished records of concerned units under study and other various promotional organization. The Uni-verse/Population of the study was Uttarakhand. The districts of the state were selected on the basis of concentration of hotels concentration in these areas. The Sample Size is 1500 units. The data was collected on the basis of Stratified random sampling. A hypothesis has made to check the relationship between various demographic factors and the impact of employee relationship.

## Analysis and Interpretation of data

The purpose of the data analysis and interpretation phase is to transform the primary data collected into credible evidence about the development of the research and its performance. Analyses check how the program made a difference & how big is this difference or change in Education and Monthly income.

## Hypotheses

On the basis of literature review the following hypotheses are proposed to be tested:

**H1.** *Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization.*

**H2.** *Senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training*

**H3.** *Effective and efficient personnel management practices are essential for the rendering of guest oriented services*

**H4.** *Profitable suggestions of the employees are implemented in the organization*

**H5.** *The employee's competency matches with the job specification*

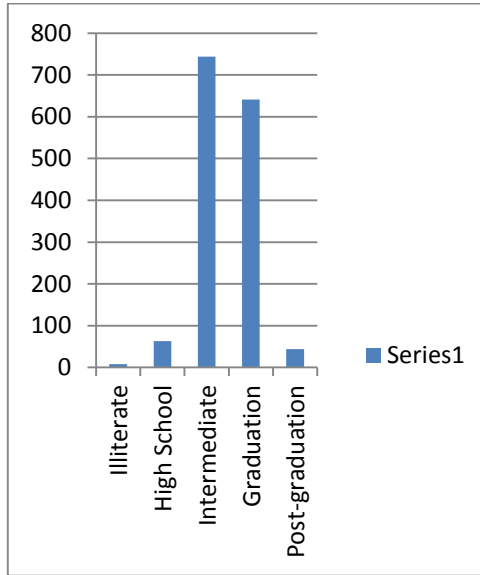
The analysis is finally based on data as to each aspect/characteristics in tabulated form. Data was tested with the help of test of significations besides using various other statistical techniques like average, correlation, regression, trend analysis etc. The total no. of respondents in this research study was 1500. The frequency analysis is as given.

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Illiterate	8	.5	.5	.5
	High School	63	4.2	4.2	4.7
	Intermediate	744	49.6	49.6	54.3
	Graduation	641	42.7	42.7	97.1
	Post-graduation	44	2.9	2.9	100.0
Total		1500	100.0	100.0	
Standard Deviation		.64846			

**Table 1**

The table depicts that there are total 1500 respondent. among them 8(5%) respondent are illiterate, 63(4.2%) respondent are high school passed, 744(49.6%) respondent are intermediate passed, 641(42.7%) respondent are graduate and 44(2.9%) respondent are post graduate with this "Education".



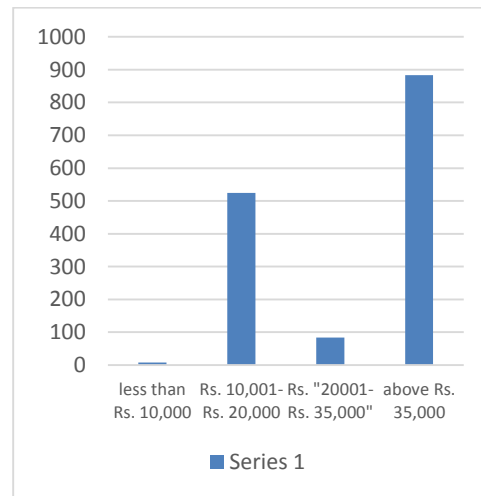
**Fig 1.3**  
**Respondent's Education**  
**Monthly income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than Rs. 10000	8	.5	.5	.5
	Rs 10001 - Rs 20,000	525	35.0	35.0	35.5
	Rs "20001 - Rs 35,000"	84	5.6	5.6	41.1

	above Rs 35,000	883	58.9	58.9	100.0
	Total	1500	100.0	100.0	
	Standard Deviation	.95322			

**Table 2**

The table depicts that there are total 1500 respondent. Among them 8(5%) belong to who's monthly income is less than Rs. 10,000 income class, 525(35%) belong to who's monthly income between 10001-20000 income class, 84 (5.6%) belong to who's monthly income between 20001-35000 Rs. Income class and 883(58.9%) belong to who's monthly income above Rs. 35000 income class.



**Fig.1.4 Respondent's Monthly**  
**Income**

**Education Vs Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization.**

		Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization.			
		Strongly Agree	Agree	Undecided	
Education	Illiterate	Count	0	8	0
		% of Total	0.0%	0.5%	0.0%
	High School	Count	59	0	4
		% of Total	3.9%	0.0%	0.3%
	Intermediate	Count	244	185	156
		% of Total	16.3%	12.3%	10.4%
	Graduation	Count	53	128	0
		% of Total	3.5%	8.5%	0.0%
	Post-graduation	Count	44	0	0
		% of Total	2.9%	0.0%	0.0%
	Total	Count	400	321	160
		% of Total	26.7%	21.4%	10.7%
Chi-square		1266.540			

**Table 3**

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 8(0.5%) respondents are illiterate, 63(4.2%) respondents are high school passed, 744(49.6%) respondents are intermediate, 641(42.7%) respondents are graduate and 44(2.9%) respondents are post-graduate. Among them 8(0.5%)

respondents are agreed to the statement. Among them 59(3.9%) respondents are agreed to the statement and 4(0.3%) respondents are undecided. The calculated value of Chi-Square for degree of freedom 3 is. 1266.540 & tabulated value of Chi-Square for degree of freedom 8 & at 5% level of significance is 15.6. As the calculated value of chi square is greater than the tabulated value of chi square, the null hypothesis  $H_0$  is rejected. Hence, we conclude that the factors “Education” and “Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization” are dependent.

**Education Vs Senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training**

		Senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training			
		Strongly Agree	Agree	Undecided	
Education	Illiterate	Count	8	0	0
		% of Total	0.5%	0.0%	0.0%
	High School	Count	0	59	4
		% of Total	0.0%	3.9%	0.3%



Intermediate	Count	292	193	259
	% of Total	19.5%	12.9%	17.3%
Graduation	Count	460	124	0
	% of Total	30.7%	8.3%	0.0%
Post-graduation	Count	0	44	0
	% of Total	0.0%	2.9%	0.0%
Total	Count	760	420	263
	% of Total	50.7%	28.0%	17.5%
Chi-square		661.533		

**Table 4**

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 8(0.5%) respondents are illiterate, 63(4.2%) respondents are high school passed, 744(49.6%) respondents are intermediate, 641(42.7%) respondents are graduate and 44(2.9%) respondents are post-graduate. Among them 8(0.5%) respondents are strongly agreed to the statement.

Among them 59(3.9%) respondents are agreed to the statement and 4 (0.3%) respondents are undecided. The calculated value of Chi-Square for degree of freedom 3 is. 661.533; and tabulated value of Chi-Square for degree of freedom 8 & at 5% level of significance is 15.6. As the calculated value of chi square is greater than the tabulated value of chi square, the null hypothesis  $H_0$  is

rejected. Hence, we conclude that the factors “Education” and “senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training” are dependent.

**Monthly income Vs Effective and efficient personnel management practices are essential for the rendering of guest oriented services**

		Effective and efficient personnel management practices are essential for the rendering of guest oriented services.			
		Strongly Agree	Agree	Undecided	
monthly income	less than Rs 10000	Count	0	8	0
		% of Total	0.0%	0.5%	0.0%
	Rs 10001 – Rs 20,000	Count	128	48	349
		% of Total	8.5%	3.2%	23.3%
	Rs "20001 - Rs 35,000"	Count	25	59	0
		% of Total	1.7%	3.9%	0.0%
	above Rs 35,000	Count	0	560	163
		% of Total	0.0%	37.3%	10.9%
	Total	Count	153	675	512
		% of Total	10.2%	45.0%	34.1%
Chi-square		8.278			

**Table 5**

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 4(0.3%) respondents are belong to less than Rs 10000 income class, 417(34.5%) respondents are belong to less than Rs 10001 - Rs 20,000 income class, 59(3.9%) respondents are belong to less than Rs 10001 - Rs 20,000 income class & 883(58.9%) respondents are belong to less than Rs above Rs 35,000 income class. Among them 8(0.5%) respondents are agreed to the statement. Among them 128(8.5%) respondents are strongly agreed to the statement, 48(3.2%) respondents are agree and 349 (23.3%) respondents are undecided. The calculated value of Chi-Square for degree of freedom 3 is 8.278 and tabulated value of Chi-Square for degree of freedom 6 & at 5% level of significance is 12.6. As the calculated value of chi square is lesser than the tabulated value of chi square, the null hypothesis  $H_0$  is accepted. Hence, we conclude that the factors “monthly income” and “Effective and efficient personnel management practices are essential for the rendering of guest oriented services” are independent.

**Monthly income Vs Profitable suggestions of the employees are implemented in the organization**

		Profitable suggestions of the employees are implemented in the organization			
		Strongly Agree	Agree	Undecided	
monthly income	less than Rs 10000	Count	0	0	0
		% of Total	0.0%	0.0%	0.0%
	Rs 10001 - Rs 20,000	Count	0	0	472
		% of Total	0.0%	0.0%	31.5%
	Rs "20001 - Rs 35,000 "	Count	0	0	84
		% of Total	0.0%	0.0%	5.6%
	above Rs 35,000	Count	156	107	620
		% of Total	10.4%	7.1%	41.3%
	Total	Count	156	107	1176
		% of Total	10.4%	7.1%	78.4%
Chi-square		47.874			

**Table 6**

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 4(0.3%) respondents are belong to less than Rs 10000 income class, 417(34.5%) respondents are belong to less than Rs 10001 - Rs 20,000 income class, 59(3.9%) respondents are belong to less

than Rs 10001 - Rs 20,000 income class & 883(58.9%) respondents are belong to less than Rs above Rs 35,000 income class.

The calculated value of Chi-Square for degree of freedom 3 is. 47.874 and tabulated value of Chi-Square for degree of freedom 6 & at 5% level of significance are 12.6. As the calculated value of chi square is greater than the tabulated value of chi square, the null hypothesis  $H_0$  is rejected. Hence, we conclude that the factors “monthly income” and “Profitable suggestions of the empl-oyees are implemented in the organization” are dependent.

### Monthly income Vs The employee’s competency matches with the job specification

Table 7

		The employee’s competency matches with the job specification				
		Agree	Undecided	Disagree		
monthly income	less than Rs 10000	Count	4	0	0	
		% of Total	0.3%	0.0%	0.0%	
	Rs 10001 - Rs 20,000	Count	212	181	124	
		% of Total	14.1%	12.1%	8.3%	
			Count	0	59	0

Rs "20001 - Rs 35,000"	% of Total	0.0%	3.9%	0.0%
	Count	460	316	107
above Rs 35,000	% of Total	30.7%	21.1%	7.1%
	Count	676	556	231
Total	% of Total	45.1%	37.1%	15.4%
	Count	676	556	231
Chi-square		473.416		

The table depicts that there are total 1500 respondents. Among total 1500 respondents there are 4(0.3%) respondents are belong to less than Rs 10000 income class, 417(34.5%) respondents are belong to less than Rs 10001 - Rs 20,000 income class, 59(3.9%) respondents are belong to less than Rs 10001 - Rs 20,000 income class & 883(58.9%) respondents are belong to less than Rs above Rs 35,000 income class. Among them 4(0.3%) respondents are agreed to the statement. Among them 212(14.1%) respondents are agreed to the statement, 181(12.1%) respondents are agree undecided and 124(8.3%) respondent are disagree. The calculated value of Chi-Square for degree of freedom 3 is. 473.416<sup>a</sup> and tabulated value of Chi-Square for degree of freedom 6 & at 5% level of significance is 12.6. As the calculated value of chi square is greater than the tabulated value of chi square, the null

hypothesis  $H_0$  is rejected. Hence, we conclude that the factors “monthly income” and “The employee’s competency matches with the job specification” are dependent.

### Conclusion

Examined the cause of successful Managing employment relationship procedure in the organization. A cross-sectional Bi-Variate analysis was made in between Demographic variables and the various variables related to cause of successful man-aging employment relationship in the organization.

Sl. No.	Proposed Relationship	Results
1.	Education Vs Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization	$H_0$ rejected
2.	Education Vs Senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training.	$H_0$ rejected
3.	Monthly income Vs Effective and efficient	$H_0$ accepted

	personnel management practices are essential for the rendering of guest oriented services	
4.	Monthly income Vs Profitable suggestions of the employees are implemented in the organization	$H_0$ rejected
5.	Monthly income Vs The employee’s competency matches with the job specification	$H_0$ rejected

**Table No. 8 Summary of results for  $\chi^2$  Test**

The Bi-Variate cross-sectional analysis can be concluded as follows

1. The null hypothesis has rejected for the variable “Education” & “Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization” the views of respondents of different Education group regarding the statement “Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization” are different.
2. The null hypothesis has rejected for the variable “Education” & “Senior

- managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training”* the views of respondents of different *Education* group regarding the statement *“Senior managers provide the right kind of climate to implement new ideas and methods acquired by their juniors during training”* are different.
3. The null hypothesis has accepted for the variable *“Monthly income”* & *“Effective and efficient personnel management practices are essential for the rendering of guest oriented services”* the views of respondents of different *Age* group regarding the statement *“Effective and efficient personnel management practices are essential for the rendering of guest oriented services”* are different.
  4. The null hypothesis has rejected for the variable *“Monthly income”* & *“Profitable suggestions of the employees are implemented in the organization”* the views of respondents of different *Monthly income* group regarding the statement *“Profitable suggestions of the employees are implemented in the organization”* are different.
  5. The null hypothesis has accepted for the variable *“Monthly income”* & *“The employee’s competency matches with the job specification”* the views of respondents of different *Monthly income* group regarding the statement *“The employee’s competency matches with the job specification”* are indifferent.

### **Policy Implications and Suggestions**

After careful observations of the field findings, the following policy measures may be made for Managing the Employment Relationship Hospitality sector in Uttarakhand. These aspects become necessary for capacity building, partnership formation, problem/conflict resolution, change management and local development planning for the economic well-being of the various stakeholders. Government intervention is required in tourism industry where each and every hospitality units could be managed with sound policies in the better interest of stakeholders Various approaches to bring together a range of stake holders in an open structured forum and facilitates partnership between government, private practitioners and developers is suggested for the holistic development of hospitality sector in the state.

### **Financial Intervention**

Most of the Hoteliers of Uttarakhand are first-generation entrepreneurs and are unable to invest due to want of financial aid. The government should take steps to increase the financial assistance/ loan with minimum rates by considering the hotels as an industry.

This Investment is needed to encourage the growth and economic benefits of the hoteliers.

### **Loan Waiver**

After Natural Calamity in Uttarakhand most of the hotels situated in the region faces problem in paying the interest on the loan taken. This is leading to the hoteliers in worse situation to the extinction of survival so the loans can be waived off on the priority basis.

### **Training**

For the employees to become tourist oriented their training is important to generate problem solving and decision making skills. Imparting training and thereby enhancing skill level of existing stakeholders is an important responsibility of the government. This can be achieved by conducting workshop, promoting seminars, opening new hospitality courses in the

various academic institutions running hospitality courses in the hilly state.

### **Skill Upgradation**

With the recent Guidelines from the Central Government the State Government should focus on the skill development pertaining to with various programs.

### **Marketing**

This has been one of the biggest concerns of Uttarakhand Hospitality sector. To achieve a brand in the international Market creating new opportunities in the various countries like France, Germany, Italy, Norway, Sweden, Switzerland, United Kingdom and America New MOU's should signed by defining the specific needs of the visitors from these places.

### **Infrastructure**

Proper Transportation/Parking facilities in the vicinity of various tourists' spots and hotels can solve the congestions woes. This can help the tourists to move around hassle free and making their visit a pleasant one.

### **New Destinations**

The Government with the help of stakeholders like hoteliers/Tourists

Guide should explore the possibilities of the search of new and unexplored places of Uttarakhand.

## References

1. Cornell Hospitality Report Vol. 11, No. 4, Implementing Human Resource Innovations' by Justin Sun and Kate Walsh, PhD(February 2011).
2. UNWTO Tourism Highlights (2013)
3. UNWTO Tourism Highlights (2013)
4. This form of tourism is beneficial as on one hand it satisfies the changing fashion of tourists on the other it sustains the industry environmentally and economically (Singh, 1983)
5. Ministry of Tourism, Government of India, year (2012-2013)
6. Raja Abdul Ghafoor Khan, and et. al, Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 (July 2011).
7. Michael Armstrong, "Understanding training". Human Resource Management Practice. 8th Edition. Kogan page limited, London. pp: 543(2000).
8. Ginsberg, L. "Training for the long haul". Computer Shopper. Vol: 17, p: 4. (1997).
9. Part low, C.G. (1996), "Human-resources practices of TQM hotels", Cornell Hotel & Restaurant Administration Quarterly, Vol. 37 No.5, pp.67-77.
10. Tsaur, S.H., Lin, Y.C, "Promoting service quality in tourist hotels: the role of HRM practices and service behaviour", Tourism Management, Vol. 25 pp.471. (2004).
11. Raja Abdul Ghafoor Khan, and et. al, 2011 Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 (July 2011).
12. Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan, (2011)
13. McKenna, E. and Vic Beech), Human Resource Management-A Concise Analysis, 1st ed. UK: Date Publishing Company Ltd, (2002).
14. Cole, G. A., Personnel and Human Resource Management, 5th ed. Continuum London: York Publishers (2002).
15. According to Cole, The need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. (2002).

16. Kenney et al Makes a point that companies should have different policies for training depending on the class or level of employment or level of employees to be trained (1992).