

TRAINING AND DEVELOPMENT OF NON EXECUTIVES IN TOURISM SECTOR – A STUDY OF APTDC, INDIA

Dr.Mohammed Abdul Azeem*

Dr. Soofi Asra Mubeen**

Abstract: Human Resource development for tourism sector is a key area of concern. The development of Human Resource is Important as it is a service industry and provides much contact between employees and tourist. The present paper highlights the study on Training and Development among Non Executives of Andhra Pradesh Tourism Development Corporation. A descriptive study was conducted. Data was collected through questionnaire. Data analysis was done based on the responses of 300 non executives. Finally results were discussed and concluded that it is essential for an Andhra Pradesh Tourism organization to provide systematic training and development programs for its employees because every aspect and activity of tourism involves people. With the help of training and development employees can accustom them with the current changes in the tourism sector.

Keywords: Human Resource, Training, Development, Tourism.

* Associate Professor, Department of Management & Commerce, Maulana Azad National Urdu University

** Assistant Professor, Department of Management, Waljat College of Applied Sciences

Introduction: Training and Development constitute an ongoing process in an Organization. The main aim of training and development in every organization is to add value to human resources. Training and Development refer to the imparting of specific skills, abilities and knowledge to the employees. It helps the employees to acquire knowledge and extra skills to work efficiently in the organization. It is essential for an Andhra Pradesh Tourism organization to provide systematic training and development programs for its employees because every aspect and activity of tourism involves people. In order to develop the human resource with the changing scenario of tourism sector training is an inevitable. Training helps the employees to show good performance in their jobs. Emphasis is to be given on training and development of the AP Tourism employees to accustom them with the current changes in the tourism industry for this purpose WTO, ILO, WTTC, CIEST and IATA is taking initiative for training and education of human resource development in the tourism area. Development of tourism organization is directly related to the managerial effectiveness. It depends directly on how well the managers are trained to plan and execute APTDC organizational plan. With the help of training and development programmes performance deficiencies can be removed. Training and Development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take new responsibilities and adapt to changing conditions.

Figure 1: TRAINING AND DEVELOPMENT COMPARED

Points of Distinction	Training	Development
Contents	Technical and Mechanical Operations	Conceptual and Philosophical Concepts
Participants	Non Managerial Personnel	Managerial Personnel
Time period	Short term one short affair	Long term Continuous process
Purpose	Specific, Job related Skills	Total Personality
Initiative	From Management - External Motivation	From Individual himself- Internal Motivation
Nature of the process	Reactive process- to meet current needs.	Pro active process – to meet future needs.

Training is an investment in HR with a promise of better returns in future. Training and Development is an ongoing and continuous process. New problems, new procedures, new jobs need training and development. An effective management recognizes the need of training and

development activities. Employees become efficient if proper training is given and an efficient employee will be an asset to the organization as it helps in the growth of the organization. APTDC has to arrange systematic training for its employees. Training is the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

Government of Andhra Pradesh has taken several measures for the promotion of tourism in the state. It created a separate Department known on 18th February 1976 “Andhra Pradesh Travel and Tourism Development Corporation Ltd”, initially to work as a subsidiary to the State Road Transport Corporation. The corporation commenced its operations in June 1976 with the chairman being Sri Ajith Singh and Managing Director Sri Maharaja Karan. On 28th June 1980 it was converted as an independent Government Department known as “Andhra Pradesh Tourism Development Corporation Limited”.

APTDC has been divided into several divisions for the reasons such as “Better Management, Better Customer Service, and Customized Packages etc”. The following is the list of divisions in APTDC

- Hyderabad Division
- Vishakapatnam Division
- Tirupati Division
- Kurnool Division (Cuddapah and Srisailam)
- Vijayawada Division
- Warangal Division
- Nagarjuna Sagar Division

The activities of APTDC are

- Tourism Infra structure Development
- Hotels and Catering Units
- Guided and Packaged Tours
- Leisure Cruises and Pleasure Boating
- Sound and Light Shows

Andhra Pradesh Tourism Development Corporation is a service sector, employing highest number of human resources with varied skills. APTDC will need to take action to correct its training and development activities and make sure the processes involved are duly followed.

- Training is needed on a continuous basis to teach employees how to use quality control tools and work together in teams.
- Once employees understand the company mission and quality objectives. They must have or be encouraged to develop the skills and abilities necessary to carry out quality mandates.
- Organization must train their employees in functional and managerial skills.
- Employee training is often customized to meet individual needs.
- While quality training provides employees with the tools needed to identify and solve quality problems.
- Employees must also be afforded the opportunity to use those new skills and to be recognized and rewarded when they do so.

Future needs of employees can be taken care by training and development. Systematic and Continuous efforts are necessary to prepare employees to meet the challenges of present and future. Training helps the employees to improve their performance.

Importance of the study

Training and Development programme in an organization should not only to create specific skills and knowledge to meet the need of performance level of employees but it should also include in organizational growth and development to improve current and future employee performance by increasing an employees ability to perform through learning, usually by changing the employees attitude or increasing his or her skills and knowledge.

The department of Tourism commissioned a study by price water house coopers in 2009 regarding the potential of tourism in the state. The study revealed that there is enough potential in the state to reach the figures of 327.62 million domestic tourist arrivals and 1.86 million international tourist arrivals by 2015. Similarly the state can target 611.88 million domestic tourists' arrivals and 3.73 million international tourist arrivals by 2020. This can be possible if the state continues to maintain 24 to 25% share of domestic tourism market and 14 to 15% share

of the international tourism market in the country. In order to do so 2020 tourism basic infrastructure, marketing, promotion, human resource should be developed.

Figure 2: Classification of Training Programmes

Depending on the functional level and occupational categories of employees, an organization can classify training programmes as under

Level	Nos	Types of Training
1. Workers	(i) (ii) (iii) (iv)	Introduction Job Training Craft Training Specific Purpose Training
2. Supervisors	(i) (ii) (iii)	Induction Foremanship Manpower Management
3. Staff Members	(i) (ii) (iii) (iv)	Introduction Professional Technical Human Relations
4. Managers and Executives	(i) (ii) (iii)	Induction Executive Training Training in Executive Development

A part from the above routine training programmes for different levels, training on total quality awareness and training encompassing all aspects of total quality management have now become almost compulsory for all functional levels. Training and Development helps the employee to handle more challenging tasks. Training is aimed at improving the behaviour and performance of an employee. The purpose of training is to bridge the gap between job requirements and present competence of an employee.

Figure 3: Training Process



Training plans and policies must be in line with the organizations strategic objectives. Identification of a company's needs, designing a relevant training plan, selecting and implementing the resulting training programme and evaluating its success are an integral element of the overall human resource process.

Objectives of the study

1. To evaluate Training and Development Procedures adopted in Andhra Pradesh Tourism Development Corporation.
2. To analyze the effectiveness of Training and Development on employees performance in APTDC.

Hypothesis of the Study:

Ho 1: Effectiveness of Non Executives is independent of Training and Development Procedures adopted in APTDC.

Review of Literature

Ajit, J., (2012) has made an attempt to learn that training and development exist in banks and their impact to generate efficiency of employees to cater to the need of their customers. In order to meet the ever growing needs of the business and household banking has to become dynamic and updated in modern scenario and also to take up this industry to the heights of international excellence requires best combination of new technology and skillful and talented manpower, therefore most of the commercial banks with private or public adopt training and development programmes at the time of induction, promotion and other situations.

Singh, R & Mohanty, M., (2012) they focused on the study to see the effects of training on employee productivity. They made a review of the current evidence of such a relationship and offers suggestions for further investigation. An extensive review of the literature in terms of research findings from studies that have been trying to measure and understand the impact that individuals HR practices like training have on employee productivity across various sectors. The focal point of review is on training practices and employee productivity and their relationship. The comparison and analysis suggest that there definite exist a relation between these two but the impact and effect of training practices on employee productivity varies for different industry.

Amritharaj et.al.,(2011) Training and Development activities are designed by the human resource department in order to impart specific skills, abilities and knowledge to employees. Effective training is basic ingredient of success in the hotel industry. One of the main problems in hotel industry is that investment in training and development of employees is a reactive process for many companies. Frequently, training and development arises as the result of significant change in the operational environment or as a consequent of crisis such as staff turnover or major departmental problems. Training is then used to cope with the immediate difficulty. Human resource responsibility is to identify the training need and then accordingly to design the suitable programme for the same. Training with in a hotel provides the best opportunity to influence the attitude and performance of employees.

Obisi,C.,(2011) Organization must encourage learning organization through its serious approach to training and development. A leadership organization is one which continuously enhances the skills of its entire workforce. Organization should show in words and indeed its resolve to place high emphasis on training by having a training philosophy, identifying training needs, training

objectives, training administration and also evaluating training needs. It is discovered that organizations show poor attitude to training administration by not preparing and equipping their trainees before, during and after a training program. More importantly research efforts should be devoted to identifying missing gaps in the reviewed materials. Priority would be given to identify specific and appropriate needs before venturing into training and the reason why training fails.

Khan et.al.,(2011) Focused on the affect of Training and Development on the Job training, Training Design and Delivery style on Organizational Performance. Secondary data comprised of comprehensive literature review was used and four hypotheses were developed to see the impact of all the independent variables on the overall organization performance which shows that all these variables have significant and positive affect on organizational performance.

Olaniyan and Ojo., (2008) conducted a research on Staff Training and Development: A vial tool for organizational effectiveness. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organizational to its expected destination. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that their paper addressed.

Research Methodology

Source of Data:

Primary Source: Primary data is collected through administering Questionnaire for Non Executives i:e below the rank of Assistant Managers total of 20 statements has been structured in a questionnaire which are close ended questions with the use of a five point likert scale consisted of strongly disagree, disagree, uncertain, agree, strongly agree. All questionnaires was distributed and collected from the offices of APTDC.

Secondary Source: Secondary data includes publications of journals, periodicals and dailies. General information was collected from various libraries and Records of APTDC.

Sampling Technique: Stratified Random Sampling Technique is adopted.

Sample unit: Sample unit consist of staff of Administration, Finance and Operations which includes Non Executive employees of APTDC.

Sample Size: The total sample size in the present study is 300 employees of APTDC

For maintaining consistency and representation of the entire department of APTDC around 20% of the total employees are considered as sample. Total employees as per data given by APTDC are 1713.

Table 1: Sample Size of the Study

Department	Total employees	No. of Non Executives	Sample size
Administration	190	64	13
Finance	51	18	4
Operations	1472	1436	283
Total	1713	1518	300

Source: Records of APTDC

Analysis of Data: An attempt has been made to present details containing responses relating to the sample. SPSS has been used for quantitative analysis. Mean, Standard Deviation, factor analysis and Chi-square has been calculated.

Findings of the Study

Table 2: Responses of Non Executive regarding Training and Development

Sl No	Statement	Percentage of Responses					Total %
		Strongly Agree (5)	Agree (4)	Uncertain (3)	Disagree (2)	Strongly Disagree (1)	
1	Training is Important	19.3	59.3	9.0	4.4	8.0	100
2	APTDC provides technical training for employees	8.0	18.0	7.3	24.7	42.0	100
3	Organization employees are trained on the job to improve their skills	6.0	7.7	9.3	18.7	58.3	100
4	New knowledge and skills are imparted to employees periodically to work in teams	4.0	19.6	12.7	39.7	24.0	100
5	Employees in organization have more than one potential position for promotion	8.7	51.0	19.7	15.7	5.0	100

6	The management is concerned about employees growth and development	10.3	34.0	37.7	11.7	6.3	100
7	Organization plans for the career development of employees	2.3	58.3	18.0	14.7	6.7	100
8	Training program encouraged to pursue further learning 'on the job'	7.3	68.3	8.3	12.3	3.7	100
9	Attending training programmes improves individual performance on the job	19.3	65.7	9.0	5.0	1.0	100
10	Training provides much better job satisfaction	19.0	62.3	10.3	1.3	7.1	100
11	Employees in each job will normally go through training program every year	9.7	31.7	21.7	30.0	7.0	100
12	Training of the workers is accorded due priority	24.7	47.0	6.0	18.3	4.0	100
13	Training helps to Improve more skills and competencies	28.7	62.3	5.0	4.0	0.0	100
14	There is an opportunity for personal growth and development in their present jobs	16.4	16.3	34.0	18.3	15.0	100
15	Human resource department actively pursues worker development	5.7	57.3	13.3	13.3	10.3	100
16	Formal training programs teach employees the skills to perform their jobs	16.3	66.3	4.0	8.4	5.0	100
17	The management training programmes in the organization should be encouraged and developed	6.3	66.3	14.0	8.3	5.0	100
18	The course content of the training is congruent to the need of the organization.	8.0	48.0	17.3	14.7	12.0	100

19	In case of automation organization train people for other jobs	7.3	18.3	8.4	12.3	53.7	100
20	Training needs identified are realistic and based on the policy of the organization.	28.7	12.3	5.0	4.0	50.0	100

From the above table it is revealed 68.3% of the respondents agreed to the statement, Training program encouraged to pursue further learning on the job, 66.3% of the respondents agreed to the statement that Formal training programs teach employees the skills to perform their jobs and the management training programmes in the organization should be encouraged and developed. 66.7% of the respondents disagreed that APTDC provides technical training for employees. 58.3% of the respondents has strongly disagreed to the statement that Organization employees are trained on the job to improve their skills, 53.7% strongly disagreed that Incase of automation organization train people for other jobs and 50% strongly disagreed that Training needs identified are realistic and based on the policy of the organization.

Descriptive Statistics for Training and Development of Non Executives

The following table shows the mean and standard deviation of the responses given by the Non Executives on the statements regarding their opinion on Training and Development.

Table 3: Descriptive Statistics for Training and Development: Non Executives Perception

S.No	Training and Development	Mean	Standard Deviation	Total Respondents
1	Training is Important	3.68	.98	300
2	APTDC provides technical training for employees	3.25	1.17	300
3	Organization employees are trained on the job to improve their skills	3.34	1.11	300
4	New knowledge and skills are imparted to employees periodically to work in teams	3.10	1.00	300

5	Employees in organization have more than one potential position for promotion	3.43	1.02	300
6	The management is concerned about employees growth and development	3.30	1.02	300
7	Organization plans for the career development of employees	3.35	.99	300
8	Training program encouraged to pursue further learning 'on the job'	3.63	.92	300
9	Attending training programmes improves individual performance on the job	3.87	.81	300
10	Training provides much better job satisfaction	3.99	.65	300
11	Employees in each job will normally go through training program every year	3.07	1.13	300
12	Training of the workers is accorded due priority	3.70	1.15	300
13	Training helps to Improve more skills and competencies	4.16	.69	300
14	There is an opportunity for personal growth and development in their present jobs	3.61	.91	300
15	Human resource department actively pursues worker development	3.35	1.11	300
16	Formal training programs teach employees the skills to perform their jobs	3.61	.91	300
17	The management training programmes in the organization should be encouraged and developed	3.61	.91	300
18	The course content of the training is congruent to the need of the organization.	3.25	1.17	300
19	In case of automation organization train people for other jobs	3.63	.92	300
20	Training needs identified are realistic and based on the policy of the organization.	3.16	1.19	300

Descriptive statistics of the respondents in table 3 revealed that there is high variation in the responses related to the statements, Training needs identified are realistic and based on the policy of the organization (S.D=1.19), APTDC provides technical training for employees (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). Very less variation is seen in the

statements, Training provides much better job satisfaction (S.D=.65), Training helps to improve more skills and competencies (S.D=.69)

Factor Analysis:

Factor analysis for the data obtained from the questionnaire related to the perception of Non Executives on Training and Development was performed using Principal Component Analysis with varimax rotation method. Each factor was analyzed first by identifying those variables that has high loading on the factor. A factor loading of greater than or equal to 0.4 has been used to determine the cut off point for assigning variables to factors. The results were represented in Tables 4 and 5 respectively.

The component matrices in the table 4 and 5 found that there are Six (06) factors which under lie the original twenty statements of Training and Development.

Table 4: Component Matrix of Training and Development: Non Executives Perception

S.No	Statements	Components					
		1	2	3	4	5	6
	Training and Development						
1	Training is Important	.128	.014	-.041	.161	.014	-.169
2	APTDC provides technical training for employees	-.062	.019	.308	-.077	.009	-.037
3	Organization employees are trained on the job to improve their skills	-.047	.068	.265	.017	-.095	-.008
4	New knowledge and skills are imparted to employees periodically to work in teams	.157	-.055	.090	-.031	-.041	-.130
5	Employees in organization have more than one potential position for promotion	-.059	-.147	.022	.050	.513	.071
6	The management is concerned about employees growth and development	.212	-.016	-.027	-.068	.011	.034
7	Organization plans for the career development of employees	.139	.014	-.024	-.002	.121	.029
8	Training program encouraged to pursue further learning 'on the job'	.309	-.061	-.061	-.026	-.135	.017
9	Attending training programmes improves individual performance on the job	.128	.001	.074	.000	-.254	.389
10	Training provides much better job	-.080	.089	-.043	-.032	.152	.742

	satisfaction						
11	Employees in each job will normally go through training program every year	-.064	.023	-.048	-.100	.506	.098
12	Training of the workers is accorded due priority	.032	.012	-.061	.111	.250	-.177
13	Training helps to Improve more skills and competencies	-.031	-.021	-.050	.464	.004	-.019
14	There is an opportunity for personal growth and development in their present jobs	-.053	.330	.035	-.034	-.100	.084
15	Human resource department actively pursues worker development	-.027	.027	.244	-.045	-.087	.067
16	Formal training programs teach employees the skills to perform their jobs	-.053	.330	.035	-.034	-.100	.084
17	The management training programmes in the organization should be encouraged and developed	-.053	.330	.035	-.034	-.100	.084
18	The course content of the training is congruent to the need of the organization.	-.062	.019	.308	-.077	.009	-.037
19	In case of automation organization train people for other jobs	.309	-.061	-.061	-.026	-.135	.017
20	Training needs identified are realistic and based on the policy of the organization.	-.031	-.021	-.050	.464	.004	-.019

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Table 5: Rotated Component Matrix of Training and Development: Non Executives Perception

S.No	Statements	Components					
		1	2	3	4	5	6
	Training and Development						
1	Training is Important	.585					
2	APTDC provides technical training for employees			.931			
3	Organization employees are trained on the job to improve their skills			.812			

4	New knowledge and skills are imparted to employees periodically to work in teams	.599		.422			
5	Employees in organization have more than one potential position for promotion					.714	
6	The management is concerned about employees growth and development	.792					
7	Organization plans for the career development of employees	.699					
8	Training program encouraged to pursue further learning 'on the job'	.938					
9	Attending training programmes improves individual performance on the job						.569
10	Training provides much better job satisfaction						.910
11	Employees in each job will normally go through training program every year					.777	
12	Training of the workers is accorded due priority	.412	.444			.489	
13	Training helps to Improve more skills and competencies				.973		
14	There is an opportunity for personal growth and development in their present jobs		.976				
15	Human resource department actively pursues worker development			.730			
16	Formal training programs teach employees the skills to perform their jobs		.976				
17	The management training programmes in the organization should be encouraged and developed		.976				
18	The course content of the training is congruent to the need of the organization.			.931			
19	In case of automation organization	.938					

	train people for other jobs						
20	Training needs identified are realistic and based on the policy of the organization.				.973		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

The table 6 examines the percentage of variance explained which is a summary measure indicating how much of the total variance of all twenty variances are represented by six factors. The result indicates that a factor 1 explains 32.057 percent and factor 2 explains 50.774 percent of the total variance of 82.471 percent (under varimax rotation)

Table 6
Total Variance explained of Training and Development of Non Executives

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotations Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.411	32.057	32.057	6.411	32.057	32.057	4.084	20.422	20.422
2	3.743	18.717	50.774	3.743	18.717	50.774	3.622	18.111	38.533
3	2.207	11.036	61.810	2.207	11.036	61.810	3.451	17.253	55.786
4	1.879	9.394	71.204	1.879	9.394	71.204	2.241	11.204	66.990
5	1.165	5.824	77.029	1.165	5.824	77.029	1.757	8.786	75.776
6	1.088	5.442	82.471	1.088	5.442	82.471	1.339	6.694	82.471
7	.691	3.455	85.925						
8	.586	2.932	88.857						
9	.551	2.757	91.614						
10	.477	2.384	93.997						
11	.403	2.015	96.012						
12	.287	1.437	97.449						
13	.224	1.118	98.567						
14	.166	.832	99.399						
15	.120	.601	100.000						

16	5.986E-16	2.993E-15	100.000					
17	1.190E-16	5.952E-16	100.000					
18	-6.364E-17	-3.182E-16	100.000					
19	-5.621E-16	-2.811E-15	100.000					
20	-1.156E-15	-5.779E-15	100.000					

Extraction Method: Principal Component Analysis

Results of Factor analysis on the perception of Non Executives regarding Training and Development:

- Factor 1: - On the Job Training
- Factor 2:- Skill Development
- Factor 3:- Human Resource Development
- Factor 4:- Training Needs Assessment
- Factor 5:- Career Development
- Factor 6:- Job Satisfaction

Ho 1: Effectiveness of Non Executives is independent of Training and Development procedures adopted in APTDC

Table 7: Results of Chi Square for Training and Development: Non Executives perception

Sl No	Statement	Chi-Square Value	df	Table value at 5% LOS	Result
Training and Development					
1	Training is Important	7.844	8	15.5	NS
2	APTDC provides technical training for employees	19.557	8	15.5	S
3	Organization employees are trained on the job to	21.876	8	15.5	S

	improve their skills				
4	New knowledge and skills are imparted to employees periodically to work in teams	7.623	8	15.5	NS
5	Employees in organization have more than one potential position for promotion	7.164	8	15.5	NS
6	The management is concerned about employees growth and development	6.891	8	15.5	NS
7	Organization plans for the career development of employees	5.627	8	15.5	NS
8	Training program encouraged to pursue further learning 'on the job'	7.254	8	15.5	NS
9	Attending training programmes improves individual performance on the job	.939	8	15.5	NS
10	Training provides much better job satisfaction	6.701	6	12.6	NS
11	Employees in each job will normally go through training program every year	13.970	8	15.5	NS
12	Training of the workers is accorded due priority	16.890	8	15.5	S
13	Training helps to Improve more skills and competencies	16.873	6	12.6	S
14	There is an opportunity for personal growth and development in their present jobs	14.722	8	15.5	NS
15	Human resource department actively pursues worker development	10.098	8	15.5	NS
16	Formal training programs teach employees the skills to perform their jobs	14.722	8	15.5	NS
17	The management training programmes in the organization should be encouraged and developed	14.722	8	15.5	NS
18	The course content of the training is congruent to the need of the organization.	19.557	8	15.5	S
19	In case of automation organization train people for other jobs	7.254	8	15.5	NS
20	Training needs identified are realistic and based on the policy of the organization.	16.873	6	12.6	S

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

Interpretation: The result of hypothesis testing in table 5.13 reveals that a few statements found to be significant at 5% level of significance. They are APTDC provides technical training for employees, Organization employees are trained on the job to improve their skills, Training of the worker is accorded due priority, Training helps to improve more skills and competencies, The course content of the training is congruent to the need of the organization and Training needs identified are realistic and based on the policies of the organization. Hence it can be stated that there is significant difference in the perception of Non Executives regarding the statements of Training and Development. The other statements of Training and Development are found to be not significant.

Conclusions and Suggestions:

The main constraint on continuing development of tourism is the lack of trained people available to work in the corporation. Training is important and APTDC does not provide training to the employees. It is suggested that management has to provide training on Behaviour Modeling and Business Exercise to the employees on regular basis so as to develop the skills of the employees. Majority of the respondents are of the opinion that new knowledge and skills are not imparted to employees periodically to work in teams. Training and Development should be a part of the continuous activity of the organization. Hence it is suggested that APTDC may conduct frequent training programmes to the employees so as to upgrade with new knowledge and skills which will help them in competency building.

The respondents disagreed that in case of automation organization trains people for other jobs. Therefore APTDC should train employees in case of automation so as to improve their performance on the job.

Top Management should take part to execute Training and Development Programmes in APTDC to cope with the global competitiveness as it is believed that Andhra Pradesh will truly reflect the “Essence of Incredible India”.

Majority of the respondents are of the opinion that Management training programmes in the organization should be encouraged and developed. APTDC should give importance to training programmes so as to improve the skills of the employees and the employees should be aware of Training and Development Programme followed in APTDC

References

- Ajit, J (2012) “ A study on Training and Development in Indian Banks” ABHINAV National Monthly Refereed Journal of Research in Commerce and Management, Vol 1, Issue 1, Pg 34-39, ISSN 2277 -1166.
- Aswathappa K.(2002). Human Resource and Personnel Management, Tata Mc Graw Hill Publishing Co. Ltd, New Delhi, Third Edition. pg 180
- Amrithraj,D., Rajacross, S.K., Vembar, V.,(2011) “ HR concepts in Hotel Industry towards Employee Training and Development” International Journal of Human Resource Management and Research, Vol.1, Issue 1, pg 44-56.
- Armstrong, M.,(1996) “A Handbook on personnel management practices” 5th edition London. Kogan pg 11
- Bhattacharyya, D.K., (2009) “Human Resource Planning” Excel Books, Pg 270
- Gupta C.B., (2005) “Human Resource Management” Sultan Chand and Sons, Pg 3.5
- Khan, M.A., Khan, F.A., Khan, A.G., (2011) “Impact of Training and Development on Organizational Performance” Global Journal of Management and Business Research, Vol.11, issue 7, ISSN: 0975 – 5853.
- Obisi,C., (2011), “Employee Training and Development in Nigerian Organizations: Some Observations and Agenda for Research”. Australian Journal of Business and Management Research, Vol.1 No.9 pg 82-91.
- Olaniyan and Ojo (2008) “Staff Training and Development: A vital tool for Organizational Effectiveness” European Journal of Scientific Research, Vol. 24, Issue 3, pg 326-331. ISSN 1450 – 216 X.
- Singh, R & Mohanty, M., (2012) “Impact of Training Practices on Employee Productivity: A Comparative Study” Interscience Management Review ISSN: 2231-1513, Vol 2, Issue 2. http://www.apinvest.co.in/inside/tourism_policy_2010.