

TRAINING AND DEVELOPMENT NEEDS IN THE HOSPITALITY INDUSTRY

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ABSTRACT

The focus of this research paper will be on suggestions for training programs within the hotel industry. The information gathered and discerned in this paper can be adapted for the hotel industry's specific needs. Since all employees need training and development no matter what industry they are in, other industries' insights may offer new perspectives to the hotel industry.

Another constraint in this paper is the term training to encompass both training and development. Training is the activities that are designed to provide learners with the knowledge and skills needed for their present jobs whereas development is the learning that goes beyond today's job and has a more long-term focus. Although training and development usually go hand in hand, they differ in that training can be done by all staff,

Whereas development is usually undertaken by the trainee's supervisors or managers. Training also tends to be more specific while development looks more at the long-term professional goals. The trainer will teach specific skills and knowledge to the trainee in order to obtain specific goals for their present position. During the development process, staff will meet with their supervisor and or manager to discuss their strengths and weaknesses, and how to improve work performances to help expand and broaden their current career path. This paper hopes to show that training and development are important contributing factors to an organization's success.

Key Words: Training and Development, Need Assessment, Employee Satisfaction.

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INTRODUCTION

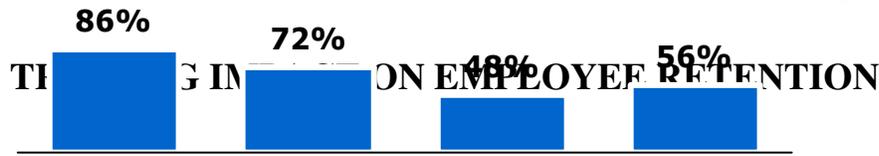
As mentioned in the Abstract, training and development are integral to a Hotel's growth and success. Hotels can however under-train their employees by being unwilling to take the time to explain new staff tasks that need to be performed. When this unwillingness occurs, Ryan (2008) states that three scenarios may take place – the employee will not be able to help a client the way they should, the client will be left unsatisfied by the hotel's service level, and lastly the employee will become frustrated by the company and his or her service level will drop to a minimum. Studies have shown that training programs increase employee satisfaction, employee morale and employee retention, and decrease turnover and hiring rates. Training has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business-related activities. Daniels (2008) mentions in her article that in the current economic situation; companies may be tempted to cut their training budgets, but they should not however abandon training. Hotels should instead use this situation as an opportunity because training boosts morale and commitment by showing employees they are a valued and important resource. The training itself provides skills and enthusiasm to help participants provide amazing customer service. Great customer experiences lead to brand loyalty. Skills' training that equips employees with the tools to increase customer loyalty is not overhead, a cost, or a frill. Training is important as it is part of the service quality that drives the performance of hotels. Chow, Haddad and Singh (2007) found in their study of 46 hotels in San Diego that by providing training and development, the hotels' employee morale, productivity and job satisfaction improved, which in turn can improve managers' morale.

Hours of Training in Hotel Industry -

Provides 100+ Hours of Training for the Following -



Provides 1-9 Hours of New Hire Orientation for the Following



The analysis compares turnover between hourly employees and managers, as well as between managers and employees. Finally, the analysis discusses if training practices contribute to turnover.

Turnover

- Across all hotels, employee turnover ranged from 10% to 225% with a median of 109%.
- _ Manager Turnover ranged from 0% to 100% with a median of 29%.
- _ Small hotels (less than 5000 employees) had lower turnover than large hotels. (Greater than 5000 employees).

	Small		Large	
	(Less than 500 employees)		(Greater than 5000 employees)	
Average Turnover Ratios	Employee	Manager	Employee	Manager
	88%	32%	140%	39%

RELATIONSHIP OF EMPLOYEE AND MANAGEMENT TURN OVER

Hotels that have high management turnover also tend to have high employee turnover as well. Not all hotels with high manager turnover also have high employee turnover. Some hotels may be better at retaining employees while other hotels may be better at retaining managers. In 1999 as compared with 1998 46% indicated improved retention and 16% indicated much improved retention in Hotel Industry.

RESEARCH METHODOLOGY

Objective

The objective of this research paper is to study the Effectiveness of Training and Development programme in Hotel Industry and improving the working capacity to the employees.

Locale of study

The study was conducted at Udaipur city of Rajasthan.

Method of Data Collection

Questionnaire was prepared to collect the primary data. Direct interview was also conducted to collect the views of employees about their views of training and development programme.

The Sample

The sample size of 100 employees was selected for our study out of which we randomly screened out 40 employees from different departments.

Methods of Data Collection

There are two types of data used for present work.

- **PRIMARY DATA:** This data was collected from employees of Hotel Industry across the Udaipur city.
- **SECONDARY DATA:**

Sources of secondary data collection

- Websites
- Internet
- Directory
- Company's records

Research Approach

To collect primary data, about the training and development needs and methods, employee's satisfaction, performance and so on questionnaire were distributed. A comprehensive questionnaire as per specimen attached was issued to elicit response of employees. It was

followed by personal discussion with the managers and other executives to verify the accuracy of the information supplied.

Findings

Findings of the study are awareness of employees through Training and Development programme. On the basis of data collected from the respondents the major findings of the study are as follows –

Table No. 1 which type of Training is more beneficial

Methods	No. of Respondent	%
On the job	30	75%
Off the job	10	25%

Chart No. 1 which type of Training is more beneficial

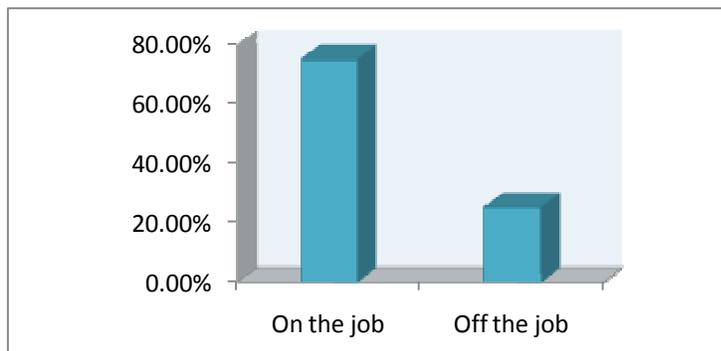


Table No. 2 Best method of assessing a training need

	No. of Respondent	%
Observation of work	15	37.5%
Interview	4	10%
Questionnaire	6	15%
Performance appraisal	15	37.5%

Chart No. 2 Best method of assessing a training need

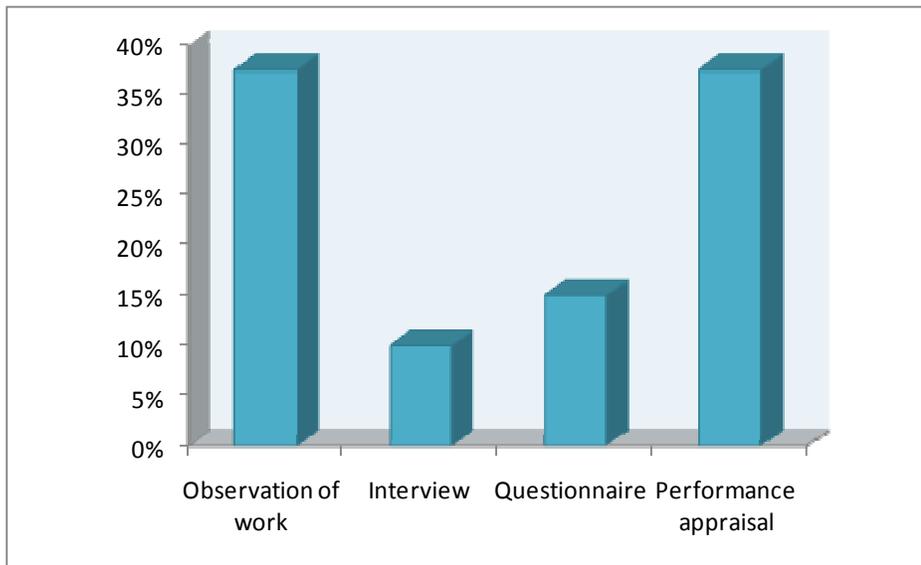


Table 3 Training helps increase in employee morale

	No. of Respondent	%
Yes	37	92.5%
No	3	7.5%

Chart 3 Training helps increase in employee morale

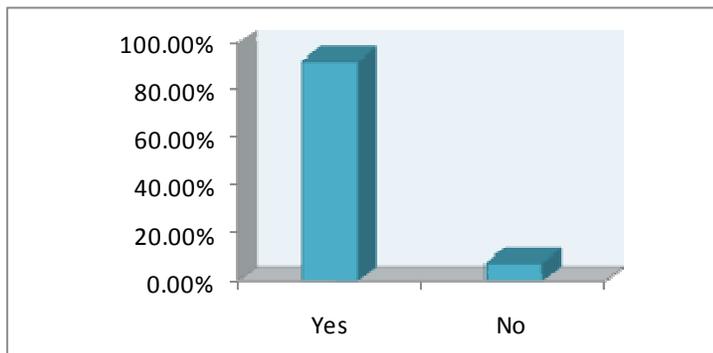


Table No. 4 Basic purpose of training

	No. of Respondent	%
Acquisition of knowledge	15	37.5%
Changing attitudes	5	12.5%
Increase in trainees acceptance of present method	10	25%
Quality improvement	10	25%
Obsolescence prevention	0	0%

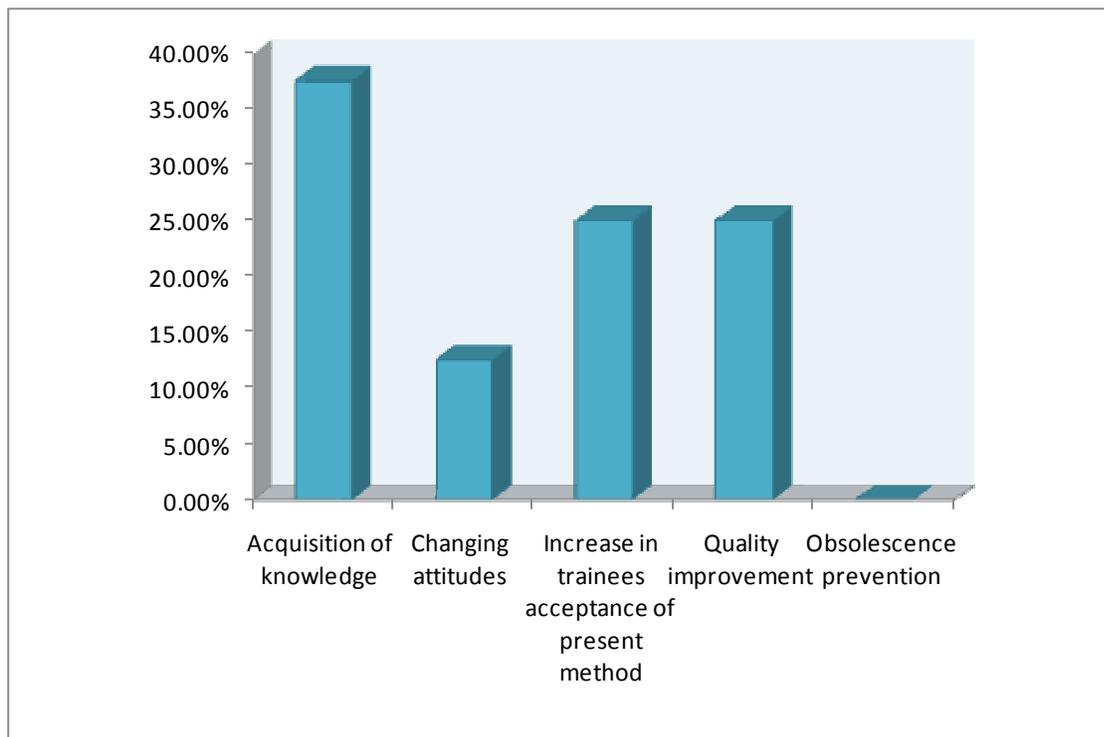
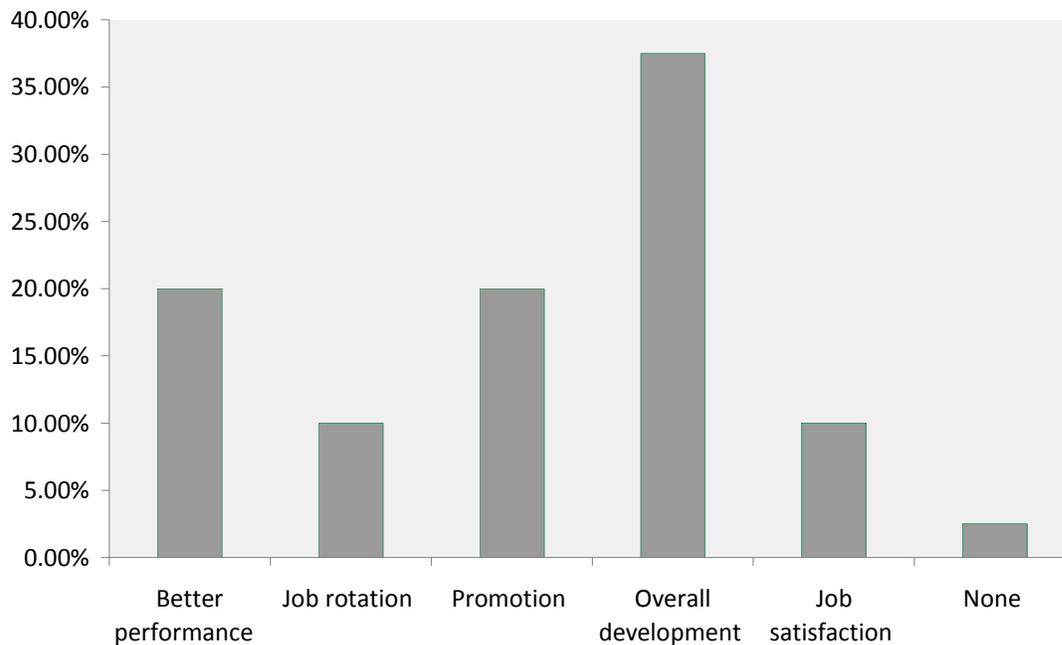
Chart No. 4 Basic purpose of training

Table No. 5 Training has helped in

	No. of Respondent	%
Better performance	8	20%
Job rotation	4	10%
Promotion	8	20%
Overall development	15	37.5%
Job satisfaction	4	10%
None	1	2.5%

Chart No. 5 Training has helped in

CONCLUSION

The purpose of this paper was to identify the different techniques that the hotel industry could use to maintain training and development of their employees during an economic recession. This

paper also looked at the literature supporting the cost-effective practices of training and development and the methods used to evaluate training programs. It was found that training programs should be retained regardless of an organization's economic situation. Studies have shown that through training, employee morale and satisfaction, company productivity and service quality improved. Several types of training programs were found in the research that were cost-effective such as technology-based or self-catered programs, as well as the use of mentor and designated trainers to train new or junior employees. Lastly, the research showed that proper evaluation of training programs must be done to ensure the programs' benefits outweigh the costs. Different methods such as Kirkpatrick's four-level model, TQM and ROI were looked at as examples that the human resources department could use to evaluate their existing programs. A general set of guidelines has been suggested which the human resources department in the hotel industry would hopefully include into their existing programs if they have not already when facing budget reductions. Human Resources Departments should emphasize the importance of training programs to its company's success. Although training programs may be reduced or eliminated, essential must remain intact to avoid future problems

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