



“A Study on Training Effectiveness in Hospitality Sector with Special Reference to Indore Hotels”

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Abstract

Nowadays whatever education including Hospitality education requires so many skills especially Soft skills a must to be employable. Once you get employment in the Hospitality sector, again you require different training according to the latest trends adopted by the hospitality industry This is only due to the impact of new technology development. In a competitive market, competition has become so worrying that only organizations that lap excellent training and management practices survive over a long range of time. Thus, people working in the same organizations are many resources for learning different skills and new tasks. The latest training and skills are good for the employees in the organization to increase productivity, lower costs and increase customer satisfaction. It is true, that knowledge and skill improvement of the employee is a basic requirement to incorporate new systems as well as new technology. The need to learn to have new knowledge and skills has become an ongoing process in each individual's life. nowadays in hospitality jobs, there are technological changes or outsourcing in many organizations. Thus, changes are required on a regular base. The responsibility for ensuring that working people are equipped to cope with different changes is the requirement for the employer and the employee. In the end, the changing trends, technology, systems, and practices can be assimilated by hospitality only through training. Training will help individuals to Increase their capability to reach the limits of their realistic ambition.

Keywords: Training, Knowledge & Skill, latest trends, Training methods

INTRODUCTION

There are three main components that hospitality personnel require for their Effective job skills, attitude, and Knowledge. All of these can only be improved by proper training. However, each of them needs different training a. Skills can be developed or improved only through practice. Attitudes are the most difficult to impart or to change, even though intense training. It requires a deep understanding of human behaviour among those responsible for training. Many behavioural experts opine that attitudes, being the most difficult to modify or change, it is better to select people with the right attitude rather than to attempt to train people whose attitude does not conform to the needs of the specific sector or job. Knowledge, for example, can be imparted by talks, lectures, and films but is useless for skill development Discussions. The hospitality industry is a highly diverse appearance. It is an industry that encloses many sectors like accommodation, leisure, travel, transport, catering, shops, etc. The growth in the Hospitality Industry all over the increased movement of tourist traffic has resulted in the growth of the various sectors within the tourism fold. Hotels of varying sizes for market segments are growing at a large level. As jobs in the hotel industry are service-based, Manpower should be considered as the major Responsibility of the hospitality Sector. Professional training methods are a major requirement, especially in the current market and highly competitive business. The rate of job growth and job change in the hospitality industry is among the major compared to any other industry in the

competitive market. The task of the hotel industry will continue to change with new training methods. Training for the people who are working in the hospitality sector, especially in hotels. Apart from skills, attitude and knowledge are also equally important in the hospitality sector, to become a composite professional for the delivery of excellent customer service. It is not only for hospitality staff simply to perform the tasks needed in their jobs. Most of the tasks in the hotel involve customer satisfaction. So they must know how to behave to provide good service. Different companies have been spending time and money on training. Even computer-based training is showing an increased trend and conventional classroom training is also a major stream of training in the hotel industry. Now it is strongly bothered that whatever money and time is spent on hospitality training should be effective. Despite money and time allocation of budget to the different companies for providing training is a challenging task and it also works according to the competitive market. In the Indian hotels, training is still not considered as an integral part of the hospitality business. Professionals and the management still have to worry about training and its needs. Negative points like trained staff leaving the companies, the cost and time involved in training, and continual changes due to rapid technology change, were always listed by hotels and professionals who have been involved in the training function in this sector. many large hotel chains focus on the need for training and the importance of having resources to facilitate providing training. They have realized that training is essential for developing professionalism among its workforce enabling the hotel to be a leading edge. Training in national hotel chains is addressed but their training departments. But in Indore, most of the hotel chains, stand-alone hotels, and franchisee hotels consider systematically training the employees. This has resulted in people with low levels of knowledge, skills, and attitudes who do not commensurate with the needs of the employees eager to learn and carve out a career in the hospitality trade are a countable few.

OBJECTIVES OF THE STUDY

- To Evaluate Training Methods adopted by INDORE hotels
- To find out the role played by management in enhancing the effectiveness of training program.

LITERATURE REVIEW

For the Effectiveness of training programs, hospitality managers should look beyond the usual factors. In addition, managers must evaluate such matters as the work environment and the characteristics of the trainees in the hotel industry. Training is widely recognized as an important activity for hospitality organizations. Even in the face of the unstable economic climate of the early 1990s, many hospitality organizations recognized the importance of training programmes. The Mirage Hotel and Casino in Las Vegas spent about \$5.5 million on training in 1993, and ARAMARK spent over \$25 million during the same period. While hotels (2004) have provided a comprehensive and user-friendly guide to evaluating training programs, few hospitality organizations have made full use of this tool. A recent article by Comrade, Woods, and Ninemire indicated that fewer than 10 percent of the hospitality companies surveyed conducted formal evaluations of their training programs." These financial commitments to training were made in direct response to the multitude of challenges that almost all companies are confronted with today changing demographics, new technology, increased competition, and downsizing, among others. Summarizing the point in a Cornell Quarterly article, Opryland's director of training, Marc Clark, wrote: "Training is a key to the success of the Opryland Hotel. From orientation on a new employee's first day to ongoing seminars in the employee's work area, at Opryland, we stress training and education at every level. (Marc Clark 2000) Dr. Muhammad Aslam Khan,(2011) stated that there are a total of four components which is necessary to check the organizational performance training and Development, on-the-job training, Training design, and delivery style these four components have a positive impact on organizational performance. he also stated that employee performance also depends upon job satisfaction of the employee. In their study, Conrad and his colleagues surveyed several corporate executives, general managers, department heads, supervisors, and employees of lodging companies to examine their perceptions of the value of training. In addition, the authors attempted to examine the relationship between perceptions and actual training expenditures. Although it may be useful to know whether perceptions about training are consistent with companies' financial commitments to this activity, we believe the study addressed the wrong question. The question of whether corporations were spending money in accord with their beliefs on the importance of training begs the issue of what makes training effective. (Kirkpatrick 2004) Krishnendu Hazra and Dr. Prosenjit (2017) arranging Training and

development are the of major roles and duties of the HR department in the hotel industry because due to training employee enhances their skills as well as their job satisfaction also found that training is effective and impact on employees but few areas need to improve to enhance the effectiveness of training on the employee as well as management because management needs to making decisions for providing training to a different employee. Assessment of training should be taken care of for every employee and act appropriately by management

RESEARCH METHODOLOGY

(i) Universe of the Study

Tourism development around the globe is taken as the universe of the study.

(ii) Population of the Study

The population of the study includes the employees working in the INDORE hotels

(iii) Unit of the Study

A unit is simply a subset of the population. The concept of sample arises from the inability of the researchers to test all the individuals in a given population. The unit must be representative of the population from which it was drawn and it must have a good size to warrant statistical analysis. The unit of the study includes the employees working in INDORE hotels

(iv) Sample Design

Source collection of information from all respondents is difficult, so only 60 samples were taken for the study using stratified random sampling.

(v) Sources and Method of Data Collection a) Primary Data

The Study is descriptive based on the survey method. All the data are collected directly from the respondents through the questionnaire, i.e. primary data. Primary data was collected from the customers and company personnel by way of questionnaires and unstructured interviews with the sample

b) Secondary Data

Secondary data will be collected from manuals, records, and documents of the company and also from the organization's websites.

DATA ANALYSIS & INTERPRETATION Table 1.1 Identification of the Training Needs of the Employee

variable	Frequency	Percent	Valid Percent	Cumulative Percent
highly satisfied	6	10	10	11.7
satisfied	49	81.6	81.6	91.7
undecided	2	3.3	3.3	93.3
Unsatisfied	3	5	5	100.0

Primary Data

From the above table, it is inferred that 81.6% of the respondents are satisfied and 10% of the respondents are highly satisfied with how the organization identifies the training needs and methods. Whereas 5% are unsatisfied and 3.3 % of the respondents remain neutral. It is clear that the majority of the employees are satisfied with how the organization identifies their training needs and different methods which can be treated as a positive indicator of training effectiveness.

Table 1.2 Excellent Trainers in INDORE Hotels

variable	Frequency	Percent	Valid Percent	Cumulative Percent
excellent	9	15	15	13.3
good	35	58.3	58.3	73.3
average	14	23.3	23.3	98.3
poor	2	3.33	3.33	100.0

Primary Data

From the above table, it is evaluated that 15% of the respondents accept excellent trainers and 3.33 % of the respondents feel that their trainers are poor performers. The majority of the respondents believe that their organization has good trainers, which may in turn help the employees to have an excellent training experience.

Table1.3 Induction Programme to the Employees Recruited

variable	Frequency	Percent	Valid Percent	Cumulative Percent
excellent	8	13.3	13.3	13.3
good	39	65.0	65.0	78.3
average	11	18.3	18.3	96.7
poor	2	3.3	3.3	100.0

Primary Data

From the above table, it is inferred that 13.3% of the respondents underwent excellent induction training and 3.3% of the respondents were found to be poor in induction training. It is interpreted that excellent induction training increases employee performance.

Table 1.4 On The Job Training in the Organization

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	6	10.0	10.0	10.0
Good	34	56.7	56.7	66.7
Average	19	31.7	31.7	98.3
Poor	1	1.7	1.7	100.0

Primary Data

Form the above it is inferred that 10% of the respondents underwent excellent on-the-job training and 1.7% of the respondents were found to be poor on-the-job training. it is interpreted that excellent on-the-job training in INDORE hotels seems to be good and reveals that on-the-job training would enhance performance and effectiveness.

Table 1.5 Training Programmes Helps to Improve Knowledge and Skills

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Always	40	66.66	66.66	58.3
Almost always	11	18.33	18.33	85.0
Sometimes	9	15	15	100.0

Primary Data

From the above table, it is inferred that 66.66 %of the respondents accept that training programs always improve knowledge and skills, and 15% of respondents to less acceptance of the fact. It is interpreted that training will improve the knowledge and skills.

Table 1.6 Training Programmes Helps to Improve Personality

variable	Frequency	Percent	Valid Percent	Cumulative Percent
To a great extent	33	55.0	55.0	55.0
To a very little extent	15	25.0	25.0	80.0
To some extent	12	20.0	20.0	100.0

Primary Data

From the above table, it is inferred that 55% of the respondents accept training programs helps to enhance their Personality and 20 % of respondents to a very small extent. It is interpreted that training will increase personality among employees.

Table 1.7**Relation between Employee Satisfaction in Training and Reduce Employee Turnover.**

Variable	Reduce employee turnover				Total
	always	almost always	sometimes	rarely	
Highly satisfaction	22	0	1	0	23
Satisfied	4	17	7	2	30
undecided	0	2	1	0	3
unsatisfied	1	0	3	0	4
Total	27	19	12	2	60

*Primary Data***Table 1.7(a)Correlation**

variable	Value
Interval by Pearson's R	.564
Ordinal by Spearman Ordinal Correlation	.699
N of Valid Cases	60

From the above analysis, the researcher could understand that there is a positive correlation between training and employee turnover as training programs increases it may reduce employee turnover

FINDINGS

The majority (81.6 %) of the employees are satisfied with how the organization identifies their training needs which can be treated as a positive indicator of training effectiveness.

In Indore Hotels majority of the respondents (58.3%) believe that their organization has good trainers, which may in turn help the employees to have an excellent training experience

The study reveals that, on job training highly contributes to enhance performance and effectiveness.

Positive training experience is enhanced through a number of training methods and training types practicing in INDORE hotels

Majority of the respondents (72%) are satisfied with the training facilities provided to them.

It is studied that there is a positive correlation between the satisfaction of the employee in knowledge, training programme and skill. As the satisfaction of the employee in training programme increases the knowledge and skill of the employees also increases.

From the analysis it is understood that there is a positive relationship between satisfaction level of employees in training and it has an impact on reducing the time and cost involved in the routine activities.

The satisfaction level of employees in training programme has a positive correlation with the performance of the employees. As the satisfaction in training programme increases the performance of the employee deem to increase.

The satisfaction level of employees in training programme a positive correlation with the job satisfaction level of the employee. As the satisfaction in training programme increases the job satisfaction level of the employee also increases.

From the analysis it is clear that there is positive correlation between training and employee turnover as training programmes increases it may reduce employee turnover.

RECOMMENDATIONS

Hotel of INDORE can make up clear training design like the training methods are identified after careful assessment of the employee entry behaviour. the rank order of training effectiveness for non-supervisory jobs are detailed and, Textual material, Self-directed learning resources, Observational simulation, Personalized experimental learning, Visual lecture aids, Expert formal presentations, Impersonal passive electronic media and Interactive simulation.

The organization should divide the training objectives into its consisting parts skills, knowledge, and attitude. The training methods should match with the above three components.

The Hotels should use different training methods which would help in arriving at the total time and facilities required for meeting an objective.

The Hotels of INDORE should develop different packages that can help in assessing the time and cost which are very critical factors.

Training needs assessment can be designed and developed separately for managers and employees in INDORE hotels.

Training needs assessment can be initialized wherein a questionnaire can be designed and developed for managers and employees. From the data collected if a gap is identified between the standard operating procedures and actual practice then an appropriate training program should be provided.

Need based training should be provided for career planning, skill enhancement and decision making skills. Technology based training should be made available for employees.

Hotels can go for better training programs to build team work and confidence to build morale.

Performance appraisal tool can also be imparted for better analyzing the employee's performance and for the improvement of the employee.

Appraisal is a process that allows an individual employee's overall capabilities and potential to be assessed for the purposes of improving their performance.

Hotels can impart training for the personality development. Measures of general mental ability and job-specific skills are consistent predictors of performance.

CONCLUSION

According to the Research studies, researchers found that there is a direct and positive relationship between the amount of training methods provided to hotel employees effects on the market performance of the organization. The major part of this study is that a wide variety of tested for influence on market performance and only one, training, showed a positive correlation. In this contract, it is worthwhile to mention that the hospitality industry in India is still to wake up to this reality even though 37% of hospitality companies in developed nations list training as a line item in the budget. In the hospitality industry, while employees may know how to perform the skills associated with their position most often, they fail to deliver the service in compliance with the situational and customer needs. Since most hospitality employees work with the public, they must also know how to demonstrate behaviours associated with good service; therefore, hospitality employees require knowledge and skills training as well as behaviour all training. The transfer of learning was also efficiently administrated. The employees who were trained implemented their knowledge and skills in their respective jobs. This has led to improved performance of the relevant functions. Employee and units in charge have reported that there has been a marked improvement in their functions and is closely matching with the standard operating procedures. This has been identified through observation by the unit heads. Thus, the training program can be rated as successful which will be beneficial to the individual as well as the organization's development.

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