

IMPORTANCE OF TRAINING AND DEVELOPMENT IN TODAY'S HOSPITALITY INDUSTRY

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Abstract

The highly competitive environment in which businesses operate today requires a skilful workforce in every organisation in order to remain a successful player in the competitive game of the industry. One of the main problems which occur in the workplace is the lack of training. A large number of employees can appear dissatisfied (Heinemann and Greenberger, 2002) due to being assigned responsibilities without having the right knowledge and skills in that area. Training is an essential process which should be cautiously designed and implemented within all firms. The overall aim of this dissertation is to assess the importance of training in work field. For many years now human capital has been regarded as vital for the efficient functioning of an organisation because of its contribution in improving productivity, business performance and economic growth (Schultz, 1961). Therefore it is important to invest in human resources through training (Lucas, 1988) in order to improve the competitive position of the firm, and because of the enhanced quality, innovation, continual increased productivity and in turn improved profitability that can be achieved through this (Taylor and Davies, 2004). Throughout this research the training system in Hilton Hotel will be examined and appropriate recommendations for a more effective training system will be given where appropriate. The overall aim of this study is to assess the importance of training in hospitality industry

Keywords: training, development, hotel industry, etc.,

Introduction

Running a hotel is not an easy task. With turnovers, a competitive marketplace and high customer expectations, hotels have a lot on their plate, and we aren't talking about a buffet! An Oculus hotel training and mystery shopping program can help you bring your sales and reservations teams up to speed on what needs to get done to convert more reservations, up sell your rooms and sell more in-room dining.

The chief function of businesses in the hospitality industry is to serve people -- whether it's food, lodging or a combination of these and other services. The importance of employee training and development in hospitality can't be overstated, because every job ultimately aims for guest satisfaction. Workers in every

facet of hospitality, from dishwashers to managers and owners, affect the guest experience. Without proper training, employee-guest encounters can go off track, affecting your bottom line. Training can be expensive, but the benefits can outweigh the costs involved.

Needs Assessment

We can get the best results from a training program by targeting specific areas that need improvement. For example, if you've noticed an increase in complaints from guests about food quality and service, your training efforts might concentrate on these two areas. You might compel your cooks to enrol in company-paid culinary classes or bring in servers from notable established restaurants to provide instruction for your wait staff. The importance of these efforts will be apparent when customer complaints turn to praises and you begin to notice an increase in repeat business.

New Recruits

It's important to begin training your new recruits soon after hire, instructing them on your standard operating procedures and the specifics of their jobs. Doing so places them on the right path from the beginning of their employment and thwarts the development of bad habits. Job training for new hires should go well beyond the initial orientation, which typically focuses on your company policies and employee benefits; consistent training can contribute considerably to the advancement of your organization. When you invest in new employees by providing learning opportunities, they may be inspired to do more than the minimum required of them. Adequate and appropriate training furthers your ability to determine the potential superstars who might be shaped into leaders. And focused training has a trickle-down effect: New employees learn from well-trained workers optimum ways to advance customer satisfaction. Human resources professionals, seasoned employees or consultants can train new workers.

Additional Benefits

Providing ongoing attention to training and development affects your business's ability to remain competitive. Hospitality is fast paced and constantly evolving. The best way to beat your competitors may be through ensuring your employees' expertise in performing the day-to-day necessities, such as maintaining exceptionally high levels of housekeeping or making sure front desk employees are adept with computers and other technological tools required in their jobs. Frequently revisiting customer service training, such as how to address visitors in both positive and negative situations, can ensure your guests enjoy their stay and depart with plans to return.

Every hospitality organization needs well-trained employees. Guests expect it, and employees are now choosing employers based on the training and professional development they offer. This text explains how to be an excellent trainer who understands the role training plays in the organization, how to design it, and how to deliver it.

The High Cost of Low Guest Satisfaction

Guests who are dissatisfied with a hotel have a much more powerful remedy than just complaining to the manager -- they can post a negative review of the hotel to one of many travel websites. Enough negative comments about a hotel can damage the hotel's reputation to the point that potential guests don't consider staying there. Hotel profitability depends to some extent on repeat business. The marketing cost to bring a guest back is lower than the cost of attracting a new guest to the hotel. Because of the extensive choices in lodging in metropolitan areas, a guest doesn't have to put up with a hotel whose staff members don't make guest satisfaction the highest priority -- she just books a room at a nearby hotel.

Employees with Limited Skills and Experience

Smaller hotels may depend on employees of lower skill and wage level. New hires for the hotel may not have strong enough people skills because they were not taught these skills in previous jobs they held. A training and development program fills this gap and gets employees ready to interact with guests and work with each other in a harmonious, cooperative way.

Reduce Turnover

The costs of high employee turnover include the time spent interviewing new people, the effort required to train them in the specific job requirements and the lost productivity as new people get up to speed. Employees may elect to leave because of low job satisfaction. For example a chef who uses bullying tactics with the kitchen staff may alienate them to the point that some of them quit. The hotel owner must require each staff member to learn and adhere to a written code of conduct, including members of the management team. Job satisfaction also depends on employees knowing what is expected of them so they can perform to their supervisor's expectations. Proper training helps they better do their jobs.

Launching a Lifelong Career

For individuals who enjoy contributing to people's travel experience, the hospitality industry is a rewarding career. An employee who starts out as a busboy can rise in the ranks until he is a manager of the hotel's restaurant. This kind of advancement can take place only if the owner of the hotel makes an effort to provide career development opportunities. An employee eager for advancement needs the opportunity to learn the systems and procedures involved in running various hotel departments. A front desk employee who is studying accounting may want to cross-train with the accounting department in hopes of being a hotel controller someday. The hotel owner savvy enough to develop his employees' skills finds he has his next generation of managers already on staff in lower-level positions.

Development

Developing your employees is essential to providing a consistent level of guest satisfaction over time. After you've built a reputation for excellent service, you might select your top performers to take part in advanced training that may be associated with promotions. The importance of progressive employee advancement is not lost on your workers. Your investment in fostering new supervisors and managers

demonstrates your confidence in the people who work for you. The hospitality industry, with its high turnover rates, can benefit from grooming outstanding individuals. Doing so retains consistency within the business as well as enhancing your future work force.

Developing Talent

Many hospitality workers start in entry-level positions and work their way up into higher level jobs. When a company takes the time to train people, it is easier to recognize the talent that can be developed for higher management positions.

Training for the hospitality industry is diverse. Basic skills include communication and ways to interact with the hotel guests. It also involves teamwork training and diversity training, because the staff is perceived as one unit by guests. Learning to work together with people from different backgrounds is essential since staff never know what the background of any specific guest will be. Yet the guest experience needs to be the same for everyone.

Problem Solving and Service

Great service that leads to amazing experiences is the goal of the hospitality industry. This is something hospitality leaders need to develop in staff. Things go wrong; it's part of life. For example, if a guest has been given the wrong reservation and the problem is not resolved in a friendly and positive way, the guest will not have an enjoyable experience. The goal is to resolve problems so the guest feels satisfied about the solution and that she wants to continue her stay so that ideally, she will want to return.

Safety and Security

If a danger presents itself in the hotel, guests look to staff to direct them. After all, the staffs know the lay of the land, whereas the guests are in unfamiliar territory. Staff should be trained as to the basics of safety, with many having the ability to perform first aid and CPR if necessary. The hospitality industry must also prepare staff, and develop plans in the event of natural disasters and potential terrorist activity. This is so important, because if the staff doesn't know what to do, chaos will emerge, because people panic while they are trying to determine the best course of action.

Conclusion

First of all management need to help employees to know staff training and understand the importance of it. Human resource department could explain to the employees about the objectives of training and employees will benefit from the training, meanwhile, the employees should be told that how can they use what they learnt from the trainings in the future. Secondly, increase the communication between management and employees by getting feedback from employees in order to know what they like and what can be improved in the trainings to get better outcomes. And trainers can observe while conducting trainings, some employees would not express themselves even though they do not feel satisfied with the trainings. Moreover, employees from human resource department could attend the trainings themselves to find the problems and how does it feel when they are trainees. To understand each other better

will bring better results for the trainings. Thirdly, guide employees to realize that improving themselves is the main aim of training. The main purpose of staff training in the case hotel is to improve employees' qualities in order to provide better customer service, but employees did not consider self development as the most important reason for trainings, therefore, they should be led to the right direction, which is to improve themselves and customer service but not for competition or promotion and other reasons. Finally, from this study, the importance of staff training is discovered, in order to help human resource department of the case hotel to solve current problems in staff training as above discussed, possible suggestions are provided. To improve the recent situation needs time and it requires the co-operation of both management team and employees. I do hope this study have some value in helping the hotel's Human Resource Development.

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