

# A Study on Training Effectiveness in Hospitality Sector with Special reference to Chandigarh Hotels

Dr. Manish Anand

Professor

MMICT&BM(HOTEL MANAGEMENT)

M.M.D.U , Mullana , Amabala

MR. Sandeep Raheja

Research Scholar

MMICT&BM(HOTEL MANAGEMENT)

M.M.D.U , Mullana , Amabala

## Abstract

Now a days whatever education including Hospitality education required so many skills specially Soft skills is must for being employable . Once you get employment in Hospitality sector, again you required different training according to the latest trends adopted by hospitality industry This is only due to the impact of new technology development. In a competitive market competition has become so worrying that only organization which lap excellent training and management practices survives over a long range of time. Thus people working in same organizations are much resources for carrying different skills new task . Latest training and skills are good for the employee in the organization to increase productivity, less costs and increase customer satisfaction. It is true, that knowledge and skill improvement of the employee is a basic requirement to incorporate of new systems as well as new technology . The need to learn for having new knowledge and skills have become an on going process of each individual's life . now a days in hospitality jobs through technological change or through outsourcing in many organizations. Thus changes has required on 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 fact that the changing trends, technology, systems and practices can be assimilate 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 an hospitality personnel requires for there Effective job skills, attitude and Knowledge . All of these can only be improved by proper training. However, each of them need a different training a. Skills can be developed or improved only through practice. Attitudes, is the moist difficult to impart or to change, even through intense training. It

requires deep understanding of human behavior among those responsible for training. Many behavioral 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 confirm to the need of the specific sector or job. Knowledge, for example, can be imparted by talks, lectures and films but useless for skill development Discussions. Hospitality industry is a highly diverse appearance. It is an industry which enclose many sectors like accommodation, leisure, travel, transport, catering, shops etc. The growth in Hospitality Industry all over increased movement of tourist traffic have resulted in growth of the various sectors with in the tourism fold. Hotels varying sizes for market segments are growing at large level. As jobs in hotels industry are service based, Manpower should be considered as the major Responsibility of the hospitality Sector. Professional training methods is an major requirement, especially in current market and highly competitive business. The rate of job growth and job change in hospitality industry is among the major compared to any other industry in the competitive market. The task of hotel industry will be continue to change as new training methods. Training for the people who are working in the hospitality Sector specially in hotels. Apart from the skills, attitude and knowledge are also equally important in hospitality sector, to become a composite professional for delivery of excellent customer service. It is not only for hospitality staff simply to perform the tasks need in their jobs. Most of the tasks in the hotel involve customer satisfaction. So they must know how to behaviors matters for providing good service. The Different companies has been spend time and money on training. Even computer based training is showing an increased trend and conventional class room training is also a major stream of training in the hotel industry. Now it is strongly bothered either the whatever money and time is spent on hospitality training should be effective. In spite of money and time allocation of budget to the different companies for providing training is a challenging task and it also work 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 warring about training and its need. Negative points like trained staff leaving the companies, the cost and time involved in training, continual changes due to rapid change in technology, were always listed by hotels and professionals which has involved the training function in this sector. many large hotel chains focuss on the need of training and the importance of having resources to facilitated providing training. They have realized that training is essential for the development of professionalism among its workforce enabling the hotel to be a leading edge. Training in national hotel chains are addressed but their own training departments. But in Chandigarh, most of the hotel chains, stand-alone hotels and franchisee hotels consider training the employees in a systematic manner. This has resulted in people with low level of knowledge, skills, and attitude who do not commensurate with the need 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 Chandigarh 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 characterizes 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 programme . 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 time period. While hotels (2004) has 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 Conrade, Woods, and Ninemeier 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 is total 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 positive impact on organizational performance . he also stated that employee performance is also depends upon job satisfaction of the employee. In their study, Conrad and his colleagues surveyed a number of 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 one of major role and duty of HR department in hotel industry because due to training employee enhances there skills as well as there job satisfaction also found that training is effectiveness and impact on employees but few areas need to improve to enhance the effectiveness of training on employee as well as management because management need to making decisions for providing training to different employee. Assesment of training should be taken care for every employee and act appropriate by management . Audu joel Samsen & Timothy stated that hospitality industry is service oriented and constantly required customer satisfaction so there is need to provide the training and development in the hospitality industry and there is contribution to the socio- economic development of Nigeria . the training and development improve the productivity in the hospitality industry the author also stated that work ethics and service delivery should be given atmost priority in the hospitality industry . Dr. Isabel Cheloti Mapelu and Lucy Jumah (2013) stated that employee development significantly affected employee turnover.

Training plays an major role for less employee turnover and hotel need to look at additional work for strategies and pratics that can enhance commitment .training alow many benefits but only when HR stragies that entail many different organizational commitement practices and policies. No of employees believes that due to training there will be a promotion while they are in use. There is need to trained the employee to improve & boost the business.

## RESEARCH METHODOLOGY

### (i) Universe of the Study

The 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 Chandigarh 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 good size to warrant statistical analysis. The unit of the study includes the employees working in Chandigarh 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 survey method. All the data are collected directly from the respondents through the questionnaire, i.e. primary data. Primary data collected from the customers and company personals by way of questionnaire and unstructured interview of the sample

#### b) Secondary Data

Secondary data will be collected from manuals , records and documents of the company and also form the organization 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 the way in which the organization identifies the training needs and methods. Whereas 5% are unsatisfied and 3.3% of the respondents remains neutral. It is clear that majority of the employees are satisfied with the way in which 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 Chandigarh 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 feels that their trainers are poor performers. It is clear that majority of the respondents believe that their organization is having 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 is found to be poor in induction training. It is interpreted that the excellent induction training increases in employee's 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*

From the above it is inferred that 10% of the respondents underwent excellent on the job training and 1.7% of the respondents is found to be poor on the job training. It is interpreted that excellent on the job training in Chandigarh hotels seems to be good and reveals that on the job training would enhance the 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 programmes always improve knowledge and skills, and 15% of respondents to less acceptance to the fact. It is interpreted that training will absolutely 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 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 programme helps to enhance Personality and 20 % of respondents to very little extent. It is interpreted that training will definitely increase personality among employee.

**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	.699
Ordinal Correlation	
N of Valid Cases	60

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

**FINDINGS**

- Majority (81.6 %) of the employees are satisfied with the way in which organization identifies their training needs which can be treated as a positive indicator of training effectiveness.
- In Chandigarh Hotels majority of the respondents (58.3% ) believe that their organization is having good trainers, which may in turn help the employees to have an excellent training experience

- The study reveals that, on the job training highly contributes to enhance the performance and effectiveness.
- Positive training experience is enhanced through a number of training methods and training types practicing in Chandigarh 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 Chandigarh can make up clear training design like the training methods are identified after careful assessment of the employee entry behavior . 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 of 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 Chandigarh should develop different packages which can help in assessing the time and cost which are very critical factors.
- Training need assessment can be designed and developed separately for managers and employees in Chandigarh hotels.



- Training need assessment can be initialized wherein 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 appropriate training programme 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 researcher found that there is direct and positive relationship between the amounts of training methods provided to the hotel employee effects on 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 contact it is worthwhile to mention that hospitality industry in india is still to wake up to this reality even though 37% of hospitality companies in developed nation's list training as a line item in budget. In 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 behaviors associated with good service; therefore hospitality employees require knowledge and skills training as well as behavior 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 unit in charges have reported that there has been a marked improved 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 programme can be rated as successful which will be beneficial to the individual as well as the organization development.

## REFERENCES

1. Aswathappa.k,(2006) “Human Resource and personnel Management”, Tata Mcgraw Hill, New Delhi
2. P.Nischithaa, MVAL. Narasimha Rao (2014). The importance and development programme in hotel Industry. International Journal of Business and adminstration research review . Vol I , Issue 5, April –june 2014. Page 50
3. Krishnendu Hazra and Dr. Prosenjit (2017 ) Importance of training and development and its empact on employees of hotels in Kolkata, india : An empirical study .journal of tourism and hospitality Management Vol 5, No 2, Pg 23-33.
4. D.N Venkatesh (2017), stated in there research paper which was published on study on impact of employee training & Development on attrition – “Hospitality industry” , Goa. International journal of research in business Management vol 5, Issue 2017 , 71-82
5. Dr. S.M Denis Amitharaj , S. Kalist Raja .cross and Dr. Vanathi vember (2011) HR concepts in hotels industry towards employee training and development. International journal of human resource Management & Research. Vol.1 , issue I (2011), 45-56
6. Sharnin Ahammad (2013) Importance of training in hotel industry – A Case Study of Hilton hotel , Cyprus
7. DubinR.(2004) “Human Resource in Administration” Prentice Hall of India, Delhi
8. Flippo.B.Edwin; (2005) hospitality training Tata McGraw Hill Publishing Ltd, New Delhi
9. Ivanka Nestoroska and Irina Petravska (2014). Staff Training in hospitality sector as benefit for improved service Quality . Torisum & Hospitality Industry 2014, congress Proceedings trends in tourisum and hospitality industry
10. Gupta.C.B.; (2005) Human Resource Management, Sultan Chand & sons Educational publishers, New Delhi, 2000
11. Qasim Saleem Mehwish shahid , Degree of Influence of training and development on employees behavior . International journal of computing & business research Vol 2 , Issue 3 , September 2011.
12. Moshal B.S (2005); Management Theory and Practices, Galgotia Publishing Company, New Delhi
13. Prasad L.M.(2006); Principles and practices of Management; Prentice Hall Publishing Ltd
14. Dr. Muhammad Aslam Khan ,(2011) Impact of training and development on organizational performance . Global journal of management research
15. Dr. Manoj A.s (2013). A study on the efficiency of training in hospitality – a kerela tourism development corporation (KTDC) Experience , Trivandrum kerala. International journal of advanced research in management and social sciences .
16. Saiyadain S. Mirza (2005); Human Recourse Management, Tata McGraw Hill Publishing Ltd, New Delhi.
17. Audu joel Samsen & Timothy(2014) Effects of human resource training and development on productivity in Nigerian hospitality industry.International journal of public administration and management research vol 2, No 2.

18. Geoffrey L, Wellen (2012) , UNLU thesis dissertation , professional paper, providing on line training to employee of the hotel industry ,UNLU thesis dissertatio
19. Dr. Muhammad Aslam Khan ,(2011) Impact of training and development on organizational performance . Global journal of management research
20. Dr. Manoj A.s (2013). A study on the efficiency of training in hospitality – a kerela tourism development corporation (KTDC) Experience , Trivandrum kerala. International journal of advanced research in management and social sciences .
21. According to the Xiao Yang (2010) in there thesis on the importance of staff training in the hotel industry.,Case study: Renaissance Shanghai Yuyuan Hotel

