An Investigation on Effectiveness of Employee Training In Hospitality Management with Special Reference to Hotel Industries in MP

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Abstract

Human resources are the most valuable assets of any Organization and their growth and development are essential parameters for the improvement of people and creating a favorable working environment. Training is the most important function that directly contributes to Human Resource Development of the Organizations. Hence organizing periodic training programs for Employees and Managers becomes essential. This research has examined the relationship between Training Effectiveness and Employee Performance in Hotel Industry of Madhya Pradesh. The main focus of this research work is to understand how the Hotel Industry looks upon Training as a tool for developing the potential set for their Employees and Managers. Corporate, today, spend a large amount of money on imparting Training to Employees and Managers. But prior to such a huge investment, they should evaluate the need for conducting training. There are chances in which firms can make mistakes if they are not assessing the training needs. In this research work the Training Effectiveness in Luxury Hotels of Madhya Pradesh has been examined. The overall aim of this study is to assess the importance of Training and their impact on overall Performance, better Pay and Promotions in Hospitality Industry. Tests are applied for the hypothesis testing is Chi-square for independence is used to analyze the data. Findings of the research suggest that The training helps the employees of Hotel Industry to work efficiently without much supervision, to make the more productive use of resources which results in minimum wastages of resources, and to deal with the critical situation like accidents with more safety and to learn the procedure to overcome with such situations as well as the precautions taken at the time of accidents.

Keywords: Human Resource Management, Hospitality Management, Hotel Industry, Training, Employee Performance, Chi-square test for independence.

1. Introduction

Human assets are one of the critical parts of hotel industry. HR creates first contact between the association and clients. Business of hotels is specifically influenced by the auspicious and great administrations gave by the lodging to their clients. The role of HR Manager in Hotel Industry is to direct employees so that they all perform well together, but firstly he or she must train their employees as a competent worker so that they must know how to perform their job.

1.1 Concept of Training

Preparing employees for the better performance is a vital role of Human Resource Department. It alludes to the learning, motivation and performance sessions conducted with end goal of serving parts of Organization so they can gain and apply for the information and

capacities required by a specific occupation and association. Organization's Development and Worker's Development are joined with one another to increase long term benefit.

1.2 Why Training

- ❖ Improvement in Employee Performance
- ❖ Retaining Employee
- ❖ Motivating Employee
- ❖ Optimum utilization of resources
- ❖ Healthy working environment
- ❖ Creating effective and efficient Organization

1.3 Methods of Training in Luxury Hotels

- ❖ Sort by Objects of the Training
- ❖ Sort by Location of Training
- ❖ Sort by Contents of Training
- ❖ Orientation Training
- ❖ Apprentice Training
- ❖ Safety Training
- ❖ Promotional Training
- ❖ Certification Training
- ❖ Simulation Training
- ❖ On-the-job Training
- ❖ Hotel Administration Training

1.4 Benefits of Training

- ❖ Evaluating Employee's Performance
- ❖ Identify Employees for Promotion and Transfer
- ❖ Allows Employee to become more Productive
- ❖ Fosters Self- Development and Self- Confidence
- ❖ Increases Job Satisfaction
- ❖ Helps Employee to become more effective Problem Solver
- ❖ Increases Profitability
- ❖ Reduces Accidents
- ❖ Organizational Development
- ❖ Reduces Employee Turnover and Wastage

1.5 Process of Training

2. Literature Review

Wen Chang et al. (2017) empirically tested mentoring's influence on employee's promotional attitude. The results showed that mentor functions (i.e., career development and psychosocial support) were antecedents of employee promotional attitude. In addition, employee's psychological contract breach and employee's affective organizational commitment were mediators between mentor functions and promotional attitude [10].

Lillian T. Eby et al (2017) provided a comprehensive qualitative review of 67 published studies that have examined mindfulness-based training interventions conducted with employees. The findings indicate that the most common research designs were the pre-test/post-test only design and the randomized waitlist control group design [3].

Islam El-Bayoumi Salem et al. (2017) scrutinize the extent of implementing cross-training in 5-star chain hotels, identified the relevant factors that should be considered to maximize the cross-training benefits and investigate its effect on hotels' organizational performance. Results revealed that it is very essential for hotel staff to be cross-trained in different departments or within the various functions within the department. An effective cross training technique can result in better job performance, employee retention and service quality [1].

Sasa Batistic et al (2016) emphasized the role of the organizational context by adopting a multilevel approach. It is found that combining a strong HR commitment configuration with a weak communal-sharing climate is associated with more employee proactivity [9].

Jalal Hanaysha (2016) aims to examine the effects of three factors namely employee empowerment, teamwork and employee training on organizational commitment in Malaysian higher education context. The findings confirmed that employee training has a significant positive effect on organizational commitment [2].

Qian Ling et al (2016) tests a trickle-down effect regarding how servant leadership flows from top-to middle-level leaders, resulting in frontline employees' service-oriented behaviors and service quality. Results support the service profit chain theory and trickledown model of leadership by demonstrating influence of top- and middle-level servant leadership on frontline employees [7].

Rajib Lochan Dhar (2015) examined the attitudes of employees working in Indian hotels catering to tourists. It analyzed their perception of training opportunities and the impact of such training on the service provided to guests. An integrated model was developed highlighting the relationship between perceived accessibility to training, perceived support for training, perceived benefits from training, and the implications of training on service quality mediated through organizational commitment. The findings of the study reveal a strong relationship between employee training and the quality of services offered by employees in tourist hotels [8].

Nima Jafari et al (2015) aims to explore how to enhance employee's satisfaction by means of e-learning systems, and what kinds of training or teaching activities are effective to increase their learning satisfaction. Findings from the study confirmed the validity of the proposed model for e-learning satisfaction assessment. In addition, the results showed that the four variables technology, educational content, motivation, and attitude significantly influenced employee's learning satisfaction [5].

Ahmet Bulent Ozturk et al (2014) focused primarily on the effect of job characteristics on job satisfaction and organizational commitment in the hotel industry. The results indicated that the job characteristics, interaction, feedback, and autonomy had significant impacts on both job satisfaction and affective commitment [6].

Martin et al (2013) analyzed the nature and characteristics of various training methods and the relationships among them using the following seven criteria: learning modality, learning environment, trainer presence, proximity, interaction level, cost considerations, and time demands. Results from this in-depth review suggest that the majority of training methods are not interactive, involve doing, and are off-the-job [4].

2.1 Problem Statement

It is evident from the literature reviewed that training is gaining its importance which benefited both the employees as well as organization. Some of the research work has been done on Training and Development in Hotel Industry but not any of study is related to Luxury Hotels of MP so far, therefore present study has been on this backdrop, “Training Effectiveness in Hotel Industry with Special reference to Luxury Hotels in MP”.

2.2 Objectives of Research

1. To assess the training needed in the Hotel Industry.
2. To understand the types of training provided in the Hotel Industry.
3. To examine the training programs that has been held in the light of viability and effectiveness.
4. To study managers and employees perception and opinion on the training program held on the effectiveness of training.
5. To analyze the training effectiveness on employees overall performance and productivity in Hotel Industry of Madhya Pradesh.

2.3 Hypotheses

- ❖ **H₁₀**: There is no significant difference amongst the opinion of Employees with different Work Experience regarding selected operational factors.
- ❖ **H_{1A}**: There is a significant difference amongst the opinion of Employees with different Work Experience regarding selected operational factors.
- ❖ **H₂₀**: There is no significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.
- ❖ **H_{2A}**: There is a significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.
- ❖ **H₃₀**: There is no significant difference amongst the opinion of Managers with different Designations regarding selected operational factors.
- ❖ **H_{3A}**: There is a significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.

2.4 Tools for Hypotheses Testing

- ❖ Reliability test:
- ❖ Normality test:
- ❖ Chi-Square test for Independence

3. Data Analysis

❖ Testing of Reliability (Employees)

S. No.	Factors	Cronbach's Alpha	Cronbach's Alpha with missing item
1	Necessity of Training	0.892	0.882
2	Adequacy of Communication & Teaching Skills	0.892	0.892
3	Willingness of senior managers to help the juniors	0.892	0.893
4	Quality of Work	0.892	0.889
5	More Productive use of Resource	0.892	0.885
6	Reducing Wastage & Minimizes the Cost	0.892	0.882
7	Minimizes the Need of Supervision	0.892	0.881
8	Reducing Accidents	0.892	0.886
9	Build Current Knowledge and Skills	0.892	0.887
10	Job Role Enhancement	0.892	0.893
11	Healthy Interpersonal Relationships	0.892	0.884
12	Improves Performance and Productivity	0.892	0.892
13	Salary	0.892	0.881
14	Job Satisfaction	0.892	0.880
15	Proper Performance Evaluation	0.892	0.882
16	Promotion	0.892	0.884
17	Career Advancement Opportunity	0.892	0.886
18	Rating of Training Programme	0.892	0.891

It is clearly evident that Cronbach's Alpha is 0.892, which indicates a high level of internal consistency for our scale with this specific sample. It is interpreted that the data collected from these Luxury Hotels has been reliable.

❖ Normality Statistics (Employees)

S. No.	Factors	Shapiro-Wilk		
		Statistic	Df	Sig.
1	Necessity of Training	0.748	119	0.000
2	Adequacy of Communication & Teaching Skills	0.774	119	0.000
3	Willingness of senior managers to help the juniors	0.810	119	0.000
4	Quality of Work	0.747	119	0.000
5	More Productive use of Resource	0.759	119	0.000
6	Reducing Wastage & Minimizes the Cost	0.727	119	0.000
7	Minimizes the Need of Supervision	0.740	119	0.000
8	Reducing Accidents	0.741	119	0.000
9	Build Current Knowledge and Skills	0.755	119	0.000
10	Job Role Enhancement	0.778	119	0.000
11	Healthy Interpersonal Relationships	0.745	119	0.000
12	Improves Performance and Productivity	0.764	119	0.000
13	Salary	0.777	119	0.000
14	Job Satisfaction	0.721	119	0.000
15	Proper Performance Evaluation	0.738	119	0.000
16	Promotion	0.758	119	0.000
17	Career Advancement Opportunity	0.742	119	0.000
18	Rating of Training Programme	0.831	119	0.000

From the above table it has been concluded that the significance value of the Shapiro-Wilk is less than 0.05, so the data is significantly deviate from a normal distribution.

❖ Descriptive Statistics (Employees)

S. No.	Factors	Mean	Standard Error	Standard Deviation	Sample Variance	Weight
1	Necessity of Training	4.20	0.0735	0.805	0.649	0.840
2	Adequacy of Communication & Teaching Skills	4.27	0.0765	0.837	0.701	0.853
3	Willingness of senior managers to help the juniors	3.99	0.0913	1.000	1.000	0.798
4	Quality of Work	4.19	0.0732	0.802	0.644	0.838
5	More Productive use of Resource	4.18	0.0697	0.763	0.583	0.835
6	Reducing Wastage & Minimizes the Cost	4.33	0.0838	0.918	0.843	0.865
7	Minimizes the Need of Supervision	4.27	0.0826	0.905	0.819	0.853
8	Reducing Accidents	4.23	0.0826	0.905	0.819	0.847
9	Build Current Knowledge and Skills	4.26	0.0824	0.903	0.815	0.852
10	Job Role Enhancement	4.17	0.0761	0.833	0.695	0.833
11	Healthy Interpersonal Relationships	4.13	0.0825	0.903	0.816	0.825
12	Improves Performance and Productivity	4.17	0.0806	0.882	0.779	0.833
13	Salary	3.91	0.1025	1.123	1.260	0.782
14	Job Satisfaction	4.31	0.0852	0.933	0.871	0.862
15	Proper Performance Evaluation	3.98	0.0924	1.012	1.025	0.797
16	Promotion	4.23	0.0835	0.914	0.836	0.847
17	Career Advancement Opportunity	4.16	0.0853	0.935	0.874	0.832
18	Rating of Training Programme	3.93	0.0884	0.968	0.937	0.787

The descriptive statistics shown in the above table depicts the ranking of training effectiveness on selected parameters. Top five parameters highlighted in the table on which training has major impact are: Reducing Wastage & Minimizes the Cost, Job Satisfaction, Adequacy of Communication & Teaching Skills, Minimizes the Need of Supervision & Build Current Knowledge and Skills.

❖ Testing of hypothesis (Employees)

H₁₀: There is no significant difference amongst the opinion of Employees with different Work Experience regarding selected operational factors.

H_{1A}: There is a significant difference amongst the opinion of Employees with different Work Experience regarding selected operational factors.

The null hypothesis is accepted, since for all 18 operational factors the p value < 0.05, that fulfills 95% confidence level of responses. It shows that there is no significant difference amongst the opinion of Employees with different work experience regarding the selected operational factors. Therefore impact of training on all above mentioned factors is same with respect to the employees having different work experience.

H₂₀: There is no significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.

H_{2A}: There is a significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.

S. No.	Factors	<i>chi-sq</i>	<i>p-value</i>	<i>sig</i>
1	Necessity of Training	34.1556	0.0251	yes
2	Adequacy of Communication & Teaching Skills	33.6409	0.0287	yes
3	Willingness of senior managers to help the juniors	36.1606	0.0147	yes
4	Quality of Work	39.5004	0.0058	yes
5	More Productive use of Resource	36.6933	0.0127	yes
6	Reducing Wastage & Minimizes the Cost	32.4022	0.0392	yes
7	Minimizes the Need of Supervision	37.0153	0.0117	yes
8	Reducing Accidents	35.6515	0.0169	yes
9	Build Current Knowledge and Skills	33.9244	0.0266	yes
10	Job Role Enhancement	38.2496	0.0083	yes
11	Healthy Interpersonal Relationships	39.7634	0.0054	yes
12	Improves Performance and Productivity	41.2517	0.0035	yes
13	Salary	33.7065	0.0282	yes
14	Job Satisfaction	40.5948	0.0042	yes
15	Proper Performance Evaluation	33.1204	0.0327	yes
16	Promotion	42.6842	0.0023	yes
17	Career Advancement Opportunity	32.9955	0.0338	yes
18	Rating of Training Programme	40.5081	0.0043	yes

S. No.	Factors	<i>chi-sq</i>	<i>p-value</i>	<i>sig</i>
1	Necessity of Training	24.5160	0.0173	yes
2	Adequacy of Communication & Teaching Skills	21.7413	0.0405	yes
3	Willingness of senior managers to help the juniors	22.5785	0.0315	yes
4	Quality of Work	28.8096	0.0042	yes
5	More Productive use of Resource	27.6779	0.0062	yes
6	Reducing Wastage & Minimizes the Cost	25.9123	0.0110	yes
7	Minimizes the Need of Supervision	22.4906	0.0324	yes
8	Reducing Accidents	28.4387	0.0048	yes
9	Build Current Knowledge and Skills	23.6848	0.0224	yes
10	Job Role Enhancement	24.5961	0.0169	yes
11	Healthy Interpersonal Relationships	24.7893	0.0159	yes
12	Improves Performance and Productivity	22.0763	0.0367	yes
13	Salary	22.5606	0.0317	yes
14	Job Satisfaction	27.7700	0.0060	yes
15	Proper Performance Evaluation	28.7588	0.0043	yes
16	Promotion	23.7282	0.0221	yes
17	Career Advancement Opportunity	28.2782	0.0050	yes
18	Rating of Training Programme	23.4106	0.0244	yes

The null hypothesis is accepted, since for all 18 operational factors the p value < 0.05 , that fulfills 95% confidence level of responses. It shows that there is no significant difference amongst the opinion of Employees working in different designations and departments regarding the selected operational factors. Therefore impact of training on all above mentioned factors is same with respect to the employees working in different designations and departments.

❖ **Testing of Reliability (Managers)**

S. No.	Factors	Cronbach's Alpha	Cronbach's Alpha with missing item
1	Job Knowledge and Skills	0.722	0.706
2	Sound Relationship	0.722	0.719
3	Higher Level Task	0.722	0.699
4	Effective performance	0.722	0.690
5	Quantity and Quality	0.722	0.683
6	Reduces Supervision, Wastages and Accidents	0.722	0.665
7	Reduces Labour Turnover and Absenteeism	0.722	0.672
8	Promotion	0.722	0.664
9	Motivation	0.722	0.721
10	Pay and Promotions	0.722	0.742
11	On the Job Training	0.722	0.749
12	Evaluation	0.722	0.694
13	Career Opportunities	0.722	0.744

It is concluded that Cronbach's Alpha is 0.722, which indicates a high level of internal consistency for our scale with this specific sample. The data collected from the managers of selected Luxury Hotels is reliable.

❖ **Normality Statistics (Managers)**

S. No.	Factors	Shapiro-Wilk		
		Statistic	Df	Sig.
1	Job Knowledge and Skills	0.773	29	0.000
2	Sound Relationship	0.732	29	0.000
3	Higher Level Task	0.825	29	0.000
4	Effective performance	0.804	29	0.000
5	Quantity and Quality	0.802	29	0.000
6	Reduces Supervision, Wastages and Accidents	0.708	29	0.000
7	Reduces Labour Turnover and Absenteeism	0.695	29	0.000
8	Promotion	0.757	29	0.000
9	Motivation	0.826	29	0.000
10	Pay and Promotions	0.689	29	0.000
11	On the Job Training	0.795	29	0.000
12	Evaluation	0.682	29	0.000
13	Career Opportunities	0.779	29	0.000

From the above table it has been concluded that the significance value of the Shapiro-Wilk is less than 0.05, so the data is significantly deviate from a normal distribution.

❖ **Descriptive Statistics (Managers)**

S. No.	Factors	Mean	Standard Error	Standard Deviation	Sample Variance	Weight
1	Job Knowledge and Skills	4.10	0.211	1.155	1.334	0.820
2	Sound Relationship	4.13	0.208	1.137	1.292	0.827
3	Higher Level Task	3.90	0.182	0.995	0.990	0.780
4	Effective performance	3.87	0.208	1.137	1.292	0.773
5	Quantity and Quality	3.97	0.169	0.928	0.861	0.793
6	Reduces Supervision, Wastages and Accidents	4.27	0.191	1.048	1.099	0.853
7	Reduces Labour Turnover and Absenteeism	4.20	0.206	1.126	1.269	0.840
8	Promotion	4.13	0.208	1.137	1.292	0.827
9	Motivation	3.97	0.176	0.964	0.930	0.793
10	Pay and Promotions	4.20	0.222	1.215	1.476	0.840
11	On the Job Training	3.90	0.188	1.029	1.059	0.780
12	Evaluation	4.23	0.207	1.135	1.289	0.847
13	Career Opportunities	4.03	0.182	0.999	0.999	0.807

The descriptive statistics shown in the above table depicts the ranking of training effectiveness on selected parameters. Top five parameters highlighted in the table on which training has major impact are: Reduces Supervision, Wastages and Accidents, Evaluation, Pay and Promotions, Promotion & Sound Relationship.

❖ Testing of hypothesis

H₃₀: There is no significant difference amongst the opinion of Managers with different Designations regarding selected operational factors.

H_{3A}: There is a significant difference amongst the opinion of Employees with different Designations regarding selected operational factors.

S. No.	Factors	<i>chi-sq</i>	<i>p-value</i>	<i>sig</i>
1	Job Knowledge and Skills	21.192	0.048	yes
2	Sound Relationship	22.828	0.029	yes
3	Higher Level Task	22.526	0.032	yes
4	Effective performance	23.249	0.026	yes
5	Quantity and Quality	27.091	0.007	yes
6	Reduces Supervision, Wastages and Accidents	23.340	0.025	yes
7	Reduces Labour Turnover and Absenteeism	25.298	0.013	yes
8	Promotion	28.410	0.005	yes
9	Motivation	23.901	0.021	yes
10	Pay and Promotions	23.035	0.027	yes
11	On the Job Training	25.120	0.014	yes
12	Evaluation	27.144	0.007	yes
13	Career Opportunities	25.010	0.015	yes

The null hypothesis is accepted, since for all 13 operational factors the p value < 0.05, that fulfills 95% confidence level of responses. It shows that there is no significant difference amongst the opinion of Managers with different Designations regarding the selected operational factors. Therefore impact of training on all above mentioned factors is same with respect to the managers having different Designations.

4. Findings

- ❖ Training is given priority and is of strategic advantage for Hotels as said by managers in all the units.
- ❖ It was found that all departments are actively involved in regular training sessions headed by training managers.
- ❖ Training is regarded as an important HR tool by both employees as well as managers. Employees are self-motivated to attend such training programs as it results into their skill enhancement & improving their interpersonal skill.
- ❖ Need based Training Sessions are arranged on the regular basis as it is an on-going process.
- ❖ Training sessions help employees to build sound and healthy relationships with the job and the colleagues as well as with the superiors.
- ❖ Training is positively associated with the Quantity and Quality of Work.
- ❖ The training helps the employees of Hotel Industry to work efficiently without much supervision, to make the more productive use of resources which results in minimum wastages of resources, and to deal with the critical situation.

- ❖ Evaluation of employee's performance has been done properly by the top management authorities to let them know about their strength and weakness on the basis of comparing desired performance with actual performance.
- ❖ It has been found that the trainers who impart the basic job knowledge possess excellent communication skills as well as teaching skills.

5. Scope for Further Research

- ❖ The present research focuses only on Luxury segment of Hotel Industry. Further research can be enlarging to other mid- segment and budget segment hotels also.
- ❖ A comparative study on Heritage Hotels and resorts can also be done.
- ❖ This research study consists of only selected Luxury Hotels of major cities of MP. Further research can include other state Luxury Hotels to know about their training procedures.

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