

To study the Impact of Training on Employee Performance in Hotel Industry**Prof .Manjiri Joshi**

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Abstract:-

Training is very vital in any company or organization that aims at progressing. Training simply refers to the process of acquiring the essential skills required for a certain job. It targets specific goals, for instance understanding a process and operating a certain machine or system.

The hotel industry uses a diverse workforce, which includes a variety of positions that may or may not have a strong educational component. Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.

Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. The main objective of the study is to measure the effectiveness of the training in the organization and its impact on employees performance in the organisation. This research paper is a descriptive study based on secondary data regarding training programs within the hotel industry. And also critically examines the importance of training and its impact on employee performance.

Keywords: Hotel industry, Training, Employee Performance, Training methods, Training design.

Introduction

Today the highly competitive market, in which business operates, requires a skilful workforce in order to remain a successful player in the competitive game of the industry. One of the main obstacles which occur in the workplace is the lack of training and development. Training is an essential process which should be cautiously designed and implemented within all firms. Training is a part of the human resource development, along with the other human resources-activities such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method. Besides, for evaluating training effectiveness, measurement should be done according to the models. "Training" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford, 2002).

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 decreases turnover and hiring rates. Training has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business related activities. 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. Companies can reap the rewards of providing training for their employees because well-trained employees help increase productivity and profits. Investing in employee training should improve retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labour by reducing time spent on problem-solving and saves money in the long run by producing a better workforce.

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Meyer and Allen, 1991). In order to prepare their employees to do their job as desired, organizations provides training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment. When employees recognize their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job.

Objectives of the study-

- To investigate the meaning and importance of training.
- To recognise the significance of employee performance.
- To find out the relation between training and employee performance.

Literature review-

Hotel Industry

A hotel is an establishment that provides paid lodging on a short-term basis.the history and growth of the travel industry has not been linear; it has grown exponentially. Rapid technological advances have made a huge impact on the industry in more ways than one. It has been and continues to be difficult for hotels to keep up with the pace of development. Established ways of doing things remained the same for centuries, then decades and, finally, years. Today, changes have to be adapted to on a near daily basis. However, the core business of the hotel industry has not changed significantly. Hotel guests in the 21st century may have different wants and needs to guests in the 18th century, but the basic principles of the accommodation and hospitality industry have remained the same.

However, as circumstances surrounding the industry have changed, managing a hotel now requires extensive knowledge of hotel and hospitality management. Knowing about business management, online marketing, review and revenue management and much more is indispensable to running a successful establishment.

Training

Training is concerned with imparting specific skills for a particular purpose. Training is the sequence of learning a sequence of programmed behaviour. Training is the act of increasing the skills of an employee for doing a particular job. "Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management." (Sommerville 2007)

Importance of training

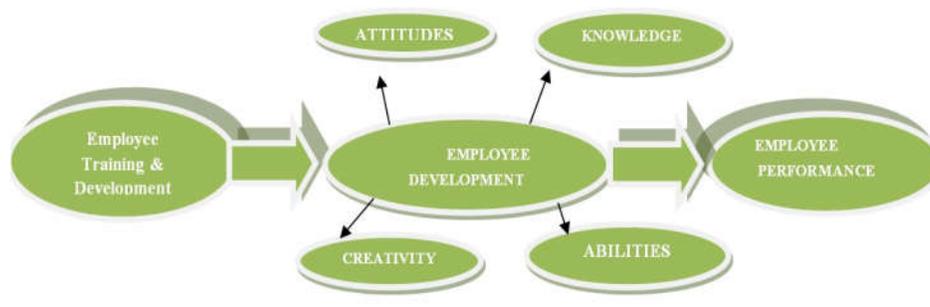
Current changes in the working environment made the Human Resource Development's -role doubly essential in helping businesses being competitive and prepared for any future obstacles that may emerge (Goldstein and Gilliam, 1990).

According to Bellizzi and Pointkowski (1990) and Lee (1991) due to the technological development the workforce in every company needs training, and being more precise, it needs more improved skills in order to overcome any problems and barriers occurring. The demands of global competition also modifies the way organizations function and provide quality management and customer service training in an attempt to carry on with increasing customer prospects.

Additionally, in order to keep ahead in an extremely competitive atmosphere, it has been recommended that the training role has to promote a continuous learning culture (Martocchio and Baldwin, 1997). Additionally, companies offer training in order to guide employees on how to achieve their purpose. In addition they want to advance their employees' performance, by becoming more productive, and prepare them for upcoming changes in techniques or technology in their job (Fisher, 1999).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006).

Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004). Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006).



Training Methods

Many training techniques are created almost every year by the rapid development in technology. Deciding among methods usually depends on the type of training intended, the trainees selected, the objectives of the training program and the training method.

Training is a situational process that is why no single method is right for every situation. While some objectives could be easily achieved through one method, other objectives could necessitate other methods. Many training programs have learning objective in more than one area. When they do, they need to combine several training methods into an 8 integrated whole.

Training methods could be classified as

- Cognitive approaches

- Behavioural approaches

Cognitive methods provide verbal or written information, demonstrate relationships among concepts, or provide the rules for how to do something. These types of methods can also be called as off-the-job training methods. Cognitive methods are best for knowledge development and behavioural methods for skills (Blanchard and Thacker, 1998).

Behavioural methods allow trainee to practice behaviour in real or simulated fashion. They stimulate learning through behaviour which is best for skill development and attitude change. These methods can be called as on-the-job training methods.

Thus; either behavioural or cognitive learning methods can effectively be used to change attitudes, though they do so through different means. The decision about what approach to take to training depends on several factors that include the amount of funding available for training, specificity and complexity of the knowledge and skills needed, timeliness of training needed, and the capacity and motivation of the learner.

To be effective, training method should; motivate the trainee to improve his or her performance, clearly demonstrate desired skills, provide an opportunity for active participation the trainee, provide an opportunity to practice, provide timely feedback on the trainee's performance, provide some means for reinforcement while the trainee learns, be structured from simple to complex tasks, be adaptable to specific problems, encourage positive transfer from training to the job (Woods, 1995).

Training Design-

It is very necessary for the organization to design the training very carefully (Michael Armstrong, 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001).

It seems that Training design plays a very vital role in the employee as well as organizational performance. a bad training design is nothing but the loss of time and money (Tsaun and Lin, 2004).

Employee Performance-

“A term typical to the Human Resource field, employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspects which directly or indirectly affect and relate to the work of the employees” (employee performance, website).

According to Leonard-Barton, (1992), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market.

Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996).

The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (e.g. McGill and Slocum, 1993; Ulrich et al., 1993; Nonaka and Takeuchi, 1995; DiBella et al., 1996). Employee performance, achieved through

training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals (Huselid, 1995; Ichniowski et al., 1997). Kamoche and Mueller (1998) mentioned that training should leads to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

There has been a lot of research to support the fact that employee performance can improve through training by building a sense of teamwork among employees (Mary Jane) [12], and to develop specialized financial skills. Also employee's capabilities are enhanced when the organization is started to spend in improving the knowledge and ability of its employee's through training so in return more effective employees are produced and also provides efficacious relationship between employees and the employer (Andy Smith) [5]. The evidence also proposes that training has a significant benefit to employee performance when joint with innovation. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupy a huge part in improving absentee rates at their organizations. (Patricia Lotic, 2014) [13].

The relationship between Training and employees performance-

According to Wright and Geroy (2001), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. However, employee performance is also effected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles.

To make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration Wright and Geroy (2001). Besides, Eisenbergeretal.(1986) stated that workers feel more committed to the firm, when they feel organizational commitment towards them and thus show higher performance.

Bartel (1994), reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, (Swart et al., 2005), it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employee performance.

In addition, Ahmad and Bakar (2003), concluded that high level of employee commitment is achieved if training achieve learning outcomes and improves the performance, both on individual and organizational level. These findings are also consistent with the results of Kim (2006) research work.

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be moulded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work- life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention,that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al.(2005) this

employee superior performance occur only because of good quality training program that leads to employee motivation and their needs fulfilment.

Scott, Clothier and Spriegel (1977) argued that training is the crux of better organizational management, as it makes employees more efficient and effective. They further elaborated that training practice is have a strong bond with all other human resource practices as (Mamoria, 1995), it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employees' job related behavior and facilitate them to participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees.

Mamoria (1995), further mentioned that a well-trained worker is able to make a best use of organizational resources along with minimum level of wastages.

As stated by Ohabunwa (1999), when employees are well trained organization can delegate responsibility and authority to them with full confidence of ensuring organizational success.

Research Methodology

This is a descriptive research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between training and employee performance. This research work will serve as a means to help acquire useful information or knowledge about the subject area.

Conclusion

Training has positive effect on Organizational Performance. The main objective of every training session is to add value to the performance of the employees; hence all types of businesses design training programs of their employees as a continuous activity.

Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, hotel must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the organization.

Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance. The research affirmed the proposition that training has a positive impact on employee performance.

Some of the possible recommendations are stated below:

- Human Resource Department should explain the importance of training to employees, objectives and benefits that come from training to them and gained knowledge from trainings to be applied in the future.
- Engagement of experts, trainers and external pedagogues for holding trainings who have experience in hotel industry.
- Organizing of intensive English language and other language courses in order for the employees to be able to communicate with tourists.

- Shipment of managerial and non-managerial staff to conferences, seminars out of the country trainings that are related to hospitality and services.
- To instruct employees in increasing knowledge and skills through training, in order to fulfil their needs for, promotion, advancement and development. This way, they make an effort to offer services of highest quality for clients.

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