

**IMPORTANCE OF TRAINING AND DEVELOPMENT
PROGRAM WITH SPECIAL REFERENCE TO HOTEL INDUSTRY**

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ABSTRACT

All employees require the need of training and development no matter in which industry they are in. Training are those activities that are designed to provide learners with the knowledge and skills that are needed for their present jobs whereas development on the other hand is the learning that goes beyond today's job and has a more long-term focus. Though training and development is something that usually go hand in hand, they differ that training can be done by all the staff members, whereas development is usually and is mostly undertaken by the trainee's supervisors or managers. Training also tends to be more specific whereas development usually looks more at the long-term professional goals. This is an exploratory research which is based on review of literature, on training programs within the hotel industry. The objective is to know whether training and development are integrated part of a hotel's success and to know the part of training and development in increasing the morale and satisfaction of employees in hotel industry. The information gathered in this paper will also identify the techniques that a hotel industry can use to maintain training and development of their employees and will give an insight on effectiveness of training and development programs in hotel industry. This paper examines the importance of training and development and their importance towards the success of an organization.

KEY-WORDS: Training and Development, Hotel Industry, Methods of Training, Importance of Training

1. INTRODUCTION

Training is concerned with imparting specific or particular skills for a particular purpose. Through training a sequence of programmed behaviour can be learned. Training is also an act of increasing the skills of an employee for doing a particular job or a specified task. "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)

Development can be defined as all those activities and programs when recognized and controlled have substantial influence in changing the capacity of an individual to perform his assignment in a better way and in going so he is likely to increase his potential for the coming future assignments. Thus, development can be stated as a combination of various training programs, though some kind of training is necessary, it is the overall development of the competency of a managerial personal according to the present requirement as well as the future requirement. Development is also an activity which has been designed to improve the performance of existing managers and to provide a planned growth of managers to meet future organizational requirements. A conventional training is also required to cover essential work-related skills, techniques and knowledge. However, developing people in the most effective way is quite different from conventional skills training, which many employees regard quite negatively. Employees will be doing it for sure, but they won't be enjoying it much because the training will be about work and not about themselves as people. The most effective way to develop people is instead to enable learning and personal development, with all that this implies.

Therefore, as soon as one have covered the basic work-related skills training it is much described in this section that the focus should be on enabling learning and development for people as individuals - which broadens the range of development way outside traditional work skills and knowledge, and creates a more exciting and motivational opportunities - for the people and for the employers too. Organizations these days are facing a great pressure for a change these days to facilitate and encourage person's development as a whole and fulfilment of skills beyond traditional training.

Need for Training

Now training is required due to the following reasons

1. Globalization.
2. Need of leadership.
3. Increased value placed on intangible assets & human capital.
4. Focus on link to business strategy
5. Emphasis on improving customer's services & quality.
6. Technology advancement.
7. High performance model at work system.
8. Economical changes.
9. Attracting & retaining talent.

Training Needs Assessment

Need Assessment is also known as needs analysis. Need assessment is a method of analysing that how the deficits in an employee skill can be addressed through current or future training and various development programs, as well as determining the types of training and development programs that

will be required and how to prioritize the training and development. Needs assessment also helps in the identification of the gaps between optimal performance and actual performance.

Training Needs Analysis (TNA) plays a key role in reshaping the future of professional development programs in all industries and educational institutes. It is one of the major components of training programs. It is also a crucial component of learning for ascertaining both the needs of the learners and the organization and through this it provides a fundamental linkage with relevant and effective teaching and learning process. It identifies and determines the existence of gaps between what is required from a person to perform their duties competently and what they actually possess as a basis for initiating or taking corrective measures or actions. Training needs analysis can be a process that is overwhelming. It is a method that helps to bridge the gap between what is the required performance and what the actual performance is. It is also a method of determining whether a training need exists or not, and if it does, what kind of training is required to fill those gaps.

The essence of training need analysis is to find out the general areas of work where an improvement is needed that would require professional development. It also focuses on identifying needs of target audience, developing a rationale for a training program, identifying needed inputs, determining program content and setting program goals.

To make professional education programs more effective, a training need analysis should be done before designing and conducting any training or workshops on any topic and to look into the needs of the organization, job performance and the staff of the organization. If training is chosen as solution to address identified needs, it is important to first know the nature of the problem. Without that clarification, training cannot accomplish anything except wasting time, efforts and the available resources. A training program should be planned carefully and must be organized on the basis of need.

In hotel industry the standards of facilities and services offered have evolved over the last decade or so towards the extensive use of technology, services that are environmental friendly, pricing, market segmentation, regional preferences etc. The hotel industry of India has seen a significant growth in inventory of room accommodations across categories from upscale luxury to limited services and budget hotels. The occupancy and the room prices have seen continued increment both from the domestic and the international traveller in both the business segment and the leisure segment.

With the growing GDP of India, improvement in the per capita income, and increased aspirational spending, the Indian hospitality sector is expected to grow at a faster rate than most of the other countries around the world. The tourism and hospitality sector's direct contribution to GDP in 2016 was US\$ 71.53 billion. Because of the strong Indian economy, the economy has led to the increased international visits to India. In 2016 foreign tourist arrival in India stood at 8.8 million and by 2025 it is expected to reach 15.3 million. The number of foreign tourist arrivals in April, 2017 was 7.40 lakh. For foreigners, the travel time has increased to than earlier.

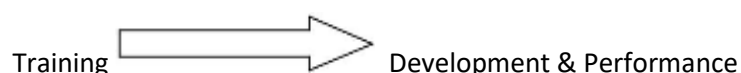
The Indian government and various state governments has stepped up various reforms to accelerate the industry growth with liberalization in the regulatory framework, multiple investment friendly schemes, extensive support for creating a world class infrastructure, initiating better air and land connectivity towards the tier III and IV cities, exploring the untapped geographical resources etc.

Federation of Hotel and Restaurant Associations of India states that till 2015 India had over 103,000 hotel rooms spread across hotel categories and guest-houses and is still facing a shortfall of hotel rooms. With foreign tourism arrivals likely to touch 15 million by 2020, there is requirement of 180,000 more hotel rooms in the country according to the Federation of Hotel and Restaurant Associations of India (FHRAI). Leading hotel brands have started investing in the commencement of new proprieties in India, both in metro and non- metro cities. Cities such as Hyderabad, Pune, Jaipur, Udaipur, Chandigarh etc. have emerged as growth markets for hotel industry. The emergence of these cities has led to an aggressive increase in hotel development activity which was previously dependent in just metropolitan cities.

The role of technology is very important as it is used in almost every department to increase the efficiency of the operations and to have standardized operations. The hotels are becoming very serious about the security of their guests. Few hotels has launched the concept of women only floors in India with video phones available in each room to ensure that the women travellers feel secured and enjoy the hospitality and amenities without any apprehension.

2. THEORETICAL FRAMEWORK

The growth and success of a hotel also depends on the training and development. It will be right to say that training and development are integrated part of a hotel's success. If training and development does not happen in a hotel industry then an employee will not be able to help a client and if a client is not provided with a help it will leave him unsatisfied by the service level of the hotel and because of this an employee may become frustrated by his company and the level of his service will decline further to the minimum. Various studies have shown that training programs helps in increasing an employee's satisfaction, morale and retention of an employee and this decreases the turnover and hiring rates. Training is conducted to improve the knowledge level and in turn knowledge improves the delivery of hospitality business related activities. However training incurs a great cost and expenses and the companies will be tempted to make a cut in their training budgets but they should never abandon the training activity for their employees. Instead this should be used by the hotels as a situation of opportunity because training boosts morale and commitment by showing employees they are a valued and are very important resource to the company. On the other hand training itself provides skills and enthusiasm to help participants provide amazing services to the customers. Customers' great experiences will lead to brand loyalty. Training is also important as it plays a part in providing quality service that drives the performance of hotels. A study of 46 hotels in San Diego by Chow, Haddad and Singh (2007) states that by providing training and development, the morale of employees working in hotel, productivity and job satisfaction is improved and which in turn can improve morale of manager.



Training is a learning process that involves the acquisition of knowledge, sharpening and polishing of skills, concepts, rules, or change in attitude and behaviour to enhance the performance of employees. It is a continuous process as through training employee actually gets

the knowledge and come to that know that how he or she can perform well and efficiently and effectively in an organization. There are two basic type of training are

1. On-the-Job Training
2. Off-the-Job Training

On-the-job training is actually done when an employee gets the training while performing his or her assigned tasks or responsibilities on the other hand off-the-job training is a type of training where the employees of an organization are been called upon for training session to learn a task. There are different methods of training and development. These are-

- 1) On-The-Job Training
- 2) Informal Training
- 3) Classroom Training
- 4) Internal Training Courses
- 5) External Training Courses
- 6) Mentoring
- 7) Training Assignments and Tasks,
- 8) Skills Training
- 9) Technical Training
- 10) Behavioural Development Training etc.

These methods can be adopted on the basis of individual needs or organisational needs.

Training is not limited to a classroom only but is also available far beyond and outside the classroom. More importantly it is anything that offers learning and development experience to a trainee. The process of training and development includes aspects such as: ethics, morality, attitude behaviour, leadership, determination as well as skills and knowledge. Development of a person is not restricted to training in other words it is anything that helps a person to grow in inter-personal skills, abilities, skills, confidence, tolerance, commitment, understanding, self-control, motivation and other.

Attitude is an attribute of really effective people like leaders, managers, operators, technicians or any other role the important qualities which make good performers special are likely to be attitudinal. Skills, knowledge and other processes that are available to people are not that great advantage but what makes people effective and valuable to any organization is their attitude. Attitude also requires certain qualities and for that it requires different training and learning methods. Attitude comes out from a person's mind-set, belief system, emotional maturity, self-confidence and the experiences. The better way of achieving this sort of change and development in an attitude is not only through classroom but outside the classroom too.

This is the reason why training and learning development must extend far beyond conventional classroom training courses. One needs to be creative, innovative, and open-minded and one will discover learning new experiences not only for the person but also for team and organization. It is very important that the supervisors and managers should be enabling and providing training for the development of their employees as training plays a major role in developing people, it improves performance, raises morale, it also increases the health and effectiveness of an organization and the productivity of the business.

The behaviour and ethics of a leader are helpful in setting the standard for their people as it determines how productively they use their skills and knowledge. Motivation is a must for the implementation of training effectively as without motivation training is of no sense. Capability to plan, managing skills training, the acquisition of knowledge and the development of motivation, attitude determines how well a person will perform in its job.

The Training Process

1. Assessing the training needs
2. Planning the training
3. Implementing the training
4. Evaluating the training

A training cycle is in circular form; it begins with the training need assessment. A need of training always results from the difference between what is expected from the performance of an employee and what is the actual performance of an employee. Trainings are also provided for new employees to help them to get familiar with the work environment, roles, responsibilities, tasks etc.

The second step in the training cycle is the planning of the training. Planning is incorporated with what are the training objectives, designing the training program, selecting training methods, goals of training, training methods, duration of training, program structure, location and selection of trainers and trainees etc.

After successfully planning the training now is the time for the implementation of training program and this should follow the training program. For implementation of training a trainer should be well prepared and skilful and the trainees should be actively participating in the training.

Evaluation of the training program is the last step in training cycle and it is important to evaluate a training program to get the feedbacks that not helps in adjusting and organising future trainings but also tells about the lacking areas of training. Though evaluation is the ending stage of a training cycle but at the same time it is also the basis for the new training cycle. On the basis of the above line this paper examines the importance of training and development and their importance towards the success of an organization. The objectives of the study are:

- 1) To know whether training and development are integrated part of a hotel's success
- 2) To know whether training and development is important in increasing the morale and satisfaction of employees in hotel industry.

The information gathered in this paper will also identify the techniques that a hotel industry can use to maintain training and development of their employees and will give an insight on effectiveness of training and development programs in hotel industry.

3. STANDARD OPERATING PROCEDURES OF TRAINING AND DEVELOPMENT IN HOTEL INDUSTRY

Hotel industry believes in on-going professional education and believes that it is necessary for every employee. They put a great emphasis on in-house training programs as well as nomination for external courses. Hotel industry has technical training for upgradation of skills and behavioural or managerial training for employees for higher order responsibilities. In house-

training is complemented with programs that are conducted by external trainers and sponsorship to external training programs.

3.1 Purpose of Standard Operating Procedures

The purpose of standard operating procedures of a training and development program is to develop an organizational learning and to ensure quantifiable returns on the investment that has been made on training and development activities.

3.2 Scope of Standard Operating Procedures

This policy aims at developing systems to ensure that a training is need based and is driven by requirements of business and organizational requirements.

3.3 Responsibility

HR executive in an organization have the responsibility to ensure effective implementation of standard operating procedure policy under the supervision of Head – HR & Personnel.

3.4 Procedure

- 1) A training & development plan should be linked with the performance year.
- 2) Training programs should be classified broadly into four main categories
 - a) Induction programs,
 - b) Executive/Management Development programs,
 - c) Technical / Functional skill development programs and
 - d) Behavioural/ Attitudinal training programs.
- 3) The training need identification need to be done at the end of the performance year immediately after the performance review is over and it also occurs when job responsibilities changes or new equipment is introduced. The training needs can be identified through three main sources
 - a) Business performance
 - b) Functional performance and
 - c) Individual performance.
- 4) Business performance should lead to identification of common training needs across the departments for e.g. if a business is suffering due to lack of leadership or could not steer out effectively from some crisis then leadership skills and crisis management will be the required training.
- 5) Functional performance should lead to the identification of a training need for most employees from a particular function or department for e.g. if customer complaints on quality of service from a particular department then customer management skills will be the required for training.
- 6) Employee performance or individual performance shall lead to the identification of training needs for an individual employee for e. g. if an employee could not achieve his goals due to lack of assertiveness then assertiveness skill will be the required training input.
- 7) Through succession planning individual training needs can also be identified for e.g. if an employee is identified as a successor to a particular position or a role but found

lacking in a particular skill that is a part of the targeted position's skill set then that particular skill will be the required training input for an employee.

- 8) After the identification of training needs a training calendar shall be prepared by the HR executive that should comprise of employee name, training program and approximate cost of the program.
- 9) A HR executive should get the approval from Hotel Head and Corporate HR Head for execution of the training calendar and training budget.

3.5 Nomination for External Training program

HR executive should arrange a list of external training agencies and their training calendar for training purposes in an organization. If a training program from an external agency is suitable and matches the requirement of an employee's training needs in an organization then a HR executive shall send the proposal to the concerned functional head or departmental head for their approval. After obtaining approval HR executive should coordinate for sending the particular employee for the selected training program.

3.6 In-House Training Programs

In-House training program is conducted when a lot of employees share a common training need. A HR executive should make the arrangements to prepare a list of participants for the In-house training program after consulting with the concerned functional or departmental heads. A HR executive shall then decide duration of the training program and venue for the training. HR executive shall send a circular of the training program giving all details to all the participants with a copy to respective functional heads. At the end of the training program all participants shall be asked to fill the feedback forms.

4. CONCLUSION

The main purpose of this paper was to identify the techniques that a hotel industry could use to maintain training and development of their employees and the methods that can be used by the industry to evaluate training programs after their implementation. We had observed that through training employees remain motivated and the morale, attitude and satisfaction of employees, productivity and the quality of service of employees has improved which plays an important part in the success of a hotel so it will not be wrong to say that training and development are integrated part of hotel's success. A human resource department in hotel industry should emphasize on the importance of training programs towards the success of hotel industry.

There are strong chances that training programs can become more innovative in the coming time of economic instability through the use of technology. Hotel industry should not be limited towards its own industry for ideas but can also look at other industries for ideas when developing new training and development programs as a way to have a competitive advantage. Hotels should develop training and development programs with its business objectives, core values and strategic goals in mind. Lastly, to ensure the success of a training and development program in the hotel industry, programs should be evaluated on regular basis to monitor the success of the training and development programs. Human resource department should emphasize on the importance of training and development programs to its industry's success. Though training programs may be reduced or eliminated due to their costing but it is essential that it must remain intact to avoid future problems.

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