



“TRAINING AND DEVELOPMENT AS A FACTOR OF OPERATIONAL EXCELLENCE IN THE HOTEL INDUSTRY”

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Abstract

The operational excellence of an organization typically depends on the employees; training and development play a critical role in the effectiveness and efficiency of any organization. Extensive training and development positively enhance productivity & personal development. Most organizations invest resources like efforts, time or money in training and development. It also means that operational personnel, employed in the organization's main business functions, such as sales, production, marketing, maintenance, operations, and management support must also direct their attention and it is important for an organization to evaluate the skills of employees and their knowledge which is job analysis and job evaluation in order to identify the knowledge and skill gap and provide proper training and development to direct them as well as to attain organizational goals through productivity and excellence. The concerned study is to accurately know whether training and development program is effective or not and recognize the various methods of training and development used in hotels and the satisfaction level of the workers after attending the training and development program provided for skill development furthermore, it will evaluate the effectiveness of training and development to employees and the positive impact of training on quality of work and outputs. Upon research which is on a small scale, it can be said organizational or operational excellence and productivity depend on training and development programs and has greater significance in a company to bring a change.

Keywords: *Training, Development, Skill Gap, and Operational Excellence.*

Introduction

Extensive training and Development typically perform an imperative role in capital adequacy and enhanced the productivity of any successful business. Extensive training and Development improve profitability, development, wellbeing, and security at work and self-improvement. It is vital for an association to assess individuals and learning the type of job carried, roles and so forth which includes job analysis and job evaluation every once in a while keeping in mind the end goal to distinguish the gap and conduct legitimate training and development to direct them and in addition achieve hierarchical objectives through profitability and brilliance (Armstrong Michael, 2000). The research which is small scale tries to see if training and advancement program is viable or not and know the different techniques for training and improvement utilized at the hotels like on the job training and of the job training.

Theory

Extensive training and Development are typically HR work that means to positively enhance successful execution to reasonably achieve hierarchical and operational goals. It is likewise alluded to as Human resource development (HRD) which means creating "Human" assets to typically accomplish the upper hand in the commercial center. Training center around inspiring abilities and learning to set them up with the present place of employment while, Development concentrates on planning workers for future parts and obligations so they are set up to take up testing parts and position.¹

This research intends to find how doing training and development can assist to accomplish hierarchical perfection. Businesses are going over with expanded rivalry because of progress in innovation and globalization. This paper tries to inspecting the viability of the training and development of dedicated employees. At long last, to scarcely manage in business, it is compulsory for the HR to select the correct training needs for the correct occupation and in addition, guarantee that such training is accommodated for the self-improvement of workers.²



Absence of training and development in companies could prompt decline in general efficiency of a company accordingly, a very much surrounded training advancement program turns into an imperative angle in the concerned company with the goal that the business is all around arranged for dynamic changes and its representatives display the obtained aptitudes and information to execute the operations well which thusly will prompt profitability and hierarchical perfection.³

The various departments of a hotel and which require human resource and various types of training are as follows; Food and Beverages (Production/Support and Service); It is one of the biggest zones of nourishment and drinks unit containing different kitchen and their segments. It is the necessary and imperative operational division in lodging which is separated into Food. Gourmet expert is the person who cooks or who advises how to cook sustenance in inns. The nourishment and Beverage segment is in charge of keeping up a high caliber of sustenance and conveying those dishes to the guests. It is the office of nourishment arranged in the fundamental kitchen and the beverages all set in the bar to the guest thus, experience human resource are needed for handling the bar and other culinary whether to cook or to serve for which they also need proper training from time to time for better services, on the job training should be focused in here for personal growth such as mentorship or job rotation for operational excellence^{4,5}

Housekeeping; responsible for looking after records, dispatch, disposal and ensuring things are arranged in an orderly manner with cleanliness thus, HR personnel's specialized in housekeeping is required and either on the job training of practical schools could be targeted further provided coaching for growth and later providing offers to them after the internship or practical completion since they have got enough knowledge of the process and system which would lead to overall excellence in long run.

Front office; takes part in managing out the reservations, guest enlistments, guest check-in, and check-out, guest accounts settling. For such section individuals with good communication training and customer services training is preferred as they are the face of the company also, a hotel would follow a 15mins of the job training for them to speak one and one to understand their attitude and communications skills and behavior towards also, they could be observed which is job analysis and latter provided feedbacks for the training need and gap identified.⁶ Technical Service Department; Engineering office bargains in a liberal regular routine of the utility administrations, control offices, steam, high temp water, ventilating. Treatment of the crisis circumstances like short out, Fire and so on. Cleaning, upkeep is altogether taken up by support division. For such departments, individuals with technical backgrounds are required to form graduate schools and apart from the on-job training of the job training should be provided to them to encourage innovation in the area and creativity.

Sales and advertising office, Finance & Human Resource office; Sales office tries to demonstrate the business a basic position in inn business. Finance office workings on all the managing exchanges made in the lodging. The HR office principal in treating every one of the respondents also, human instinct. HR Department deals with the accompanying functionalities such as recruitment, payroll, promotion, identify training needs, job evaluation and analysis. Such department needs individuals with good communication, analytical, PR. These staffs do a critical job they themselves can go for of the job training such as workshops, conferences to broaden knowledge or further studies or guided by superiors in the field through mentorship.⁷

Significance of Training and Development

Besides cash, materials, and machines, the achievement of any company relies on the nature of its human asset. In the light of these, training and development work in hotels picked up force and perceived as an apparatus to help individuals to develop inside the association and hold them. In different examples, for example, a classroom address on hardware hypothesis for experts, the taking in the condition is additionally expelled from the employment circumstance. Be that as it may, in the two conditions powerful training and development originates from a learning air methodically intended to deliver changes in the workplace.^{2,9}



Need and relevance of the study

The need for the study is to know whether the Training and development program is effective or not and know the various methods of training and development used in the hotel industry. Also the satisfaction level of the workers in hotel industry after they attend the training and development program provided for skill and self-development. Furthermore, the need and relevance of this study are as follows; to study the changes in the behavioral pattern due to training and the various training provided and identify most effective training mode further, analyze the employee satisfaction level with regards to the training provider and the training need gap and benefit analysis. The research is required to comprehend the effect of preparing and advancement programs on workers and if the preparation gave is viable and in addition comprehend the representative viewpoint thusly it will be productive in long keep running as it is center towards representative ability advancement and long run excellence.^{2,9}

Research theoretical framework

General human capital speculations bolster the propensity towards an interest in training and development on the grounds that such a venture is viewed as extremely valuable for the presentation and profitability of workers and execution of the association overall which means Training and development can lead to better self-growth and overall operational efficiencies. The research framework in this investigation is drawn graphically dependent on the grounds of the survey that the specialist has completed. Here it is speculated that the independent factors, training, and development positively affected dependent factor Operational Efficiency of an organization of representatives, and on the execution of the association all in all.

Figure (1) Underneath shows the Research Framework of the study

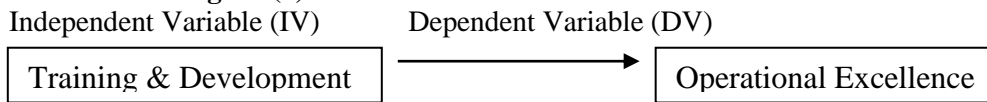


Fig1. Research Theoretical Framework

The hypothesis of the study: The hypothesis is significant in light of the fact that acceptance and the rejection of theory show the essentialness of the study. Based on writing survey and the above hypothetical casing work the hypotheses of this examination are taken as pursues:

Ho: “There is not a significant relationship between the training and development & operational excellence”

H1: "There is a significant relationship between the training and development operational excellence"

Research Methodology

The statement of the problem for the research is essential for any organization to identify the best practices and programs in training and development that suite the employee needs and requirements which will in turn help achieve organizational goals and in long run lead to organizational excellence. On the job training and off the job training sessions have to exist conceded with a sight to increase the uniformity, regularity, and accurateness of the program. Hence the main intention of the study is to evaluate the effectiveness of the training and development sessions at the hotel.

The objective of the study is to evaluate the effectiveness of training and development to employees and to examine the impact of training on quality of work and outputs furthermore, to study and see the changes in behavioral pattern due to such training provided and examine the effectiveness of training in overall development of skills of workforce finally o find out the benefits of training and development for organizational excellence

The scope of the study, the excellence of an organization depends on the employees. For organizational excellence and productivity training and development assumes great significance.



The study is conducted to know the level of knowledge and skills given to employees for self and organizational development.

The research method used for examinations are the Primary Data was collected from the respondents with the help of a structured questionnaire and also through observations. Secondary Data was collected from the company manual, company website, textbooks of HRM, articles and other published work. The sample size was off 50 employees and sample area Bangalore city, India. Sample unit- F&B Production, F&B Service, Housekeeping, Fabricate, Loss Prevention, Engineering, IT, Finance, HR, Learning Service. The sampling method made in accordance with the convenience of the employees. So the sample type is convenient sampling and Tools for data collection was a structured questionnaire with a dichotomous and Likert scale. Finally, data were analyzed through sampling analysis techniques. Charts and tables were used and percentile analysis.

Results and Discussions

Table 7.1 Table showing Frequency Distribution for Respondents Demographics

Sequence	Demographic item	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender				
	Male	28	56.00	56.00	56.00
	Female	22	44.00	44.00	100
2	Age Groups				
	20 Below	9	18.00	18.00	18.00
	21 – 30	34	68.00	68.00	86.00
	31 – 40	4	8.00	8.00	94.00
	41 -50	2	4.00	4.00	98.00
	Above 50	1	2.00	2.00	100
3	Years Of Experience				
	0 – 1	22	44.00	44.00	44.00
	1 – 3	18	36.00	36.00	80.00
	3 – 5	3	6.00	6.00	86.00
	5 – 10	7	14.00	14.00	100
	More than 10	0	0.00	0.00	-
4	Work- Department				
	Engineering service	4	8.00	8.00	8.00
	F&B production	4	8.00	8.00	16.00
	F&B service	4	8.00	8.00	24.00
	F&B support	4	8.00	8.00	32.00
	Front office	5	10.00	10.00	42.00
	Housekeeping	8	16.00	16.00	58.00
	HR	6	12.00	12.00	70.00
	IT	4	8.00	8.00	78.00
	Learning service	5	10.00	10.00	88.00
	Loss prevention	6	12.00	12.00	100.00
Total	-	50	100	100	100

Table 7.1 above gives the following demographic statistical indications;

With respect to Gender: From the investigation, it could be inferred that most of the respondents are male (56%) and 44% are female. It could be observed that the majority of workers under study were males in comparison to females.



With respect to Age: It could be stated that a lot of the respondents are age gathering in the middle of years 21-30(34%). It demonstrates they have Young, Energetic, dynamic respondents in the association. The respondents are more intrigued to learn things. Also, it could be observed that only 2% of respondents are of age above 50% which indicates early retirement and lack of vastly experienced personnel.

With respect to Work Experience: Thus we can state that larger part of the respondents working background is 0 to 1 year with the association which is 22(44%) respondents followed by 1-3 years of experience by 18 respondents which is 36% and as for more than 10 years of experience the frequency is) which means not a single employee had experience of more than 10 years in the hotel which could also indicate HR retention policy issues in the hotel.

With respect to Work-Department: The respondents were working for various departments as illustrated above such as Engineering services, F&B Production, service, support, front office, housing keeping, HR, IT, learning Services and Loss prevention. The majority of the respondents were from the housekeeping department which was 16%.

Table 7.2 Assessing factors of Effectiveness of Training and Development

Description	Total Scores	Mean	SD
1. Training methods used by trainers	200	4.000	0.904
2. Supporting Materials used in training	200	4.000	0.990
3. Teaching Style of trainer	198	3.960	0.947
4. Communication Skills	211	4.220	0.840
5. Learning from the training	208	4.160	0.955
6. Support from top Management	202	4.040	1.029
Total		24.380	5.665

The table 7.2 above illustrates; The Assessing factors of Effectiveness of Training and development as in how effective the training techniques were or how effectively it was delivered to the respondents which in long run would lead to operational efficiencies. Assessing factors were categorized into six points as shown in the description column each category was rated on a five-point scale (Excellent- 5/ Very good- 4/ Good- 3/ Fair-2/ Poor-1), the ratings on a scale of 5-1 for each category of all 50 respondents were totaled to get the total scores as illustrated above and later using the total scores Mean and Stand Deviation (SD) was calculated. It could be inferred from the statistics above that Communication skills had the highest mean of 4.220 and SD of 0.840 followed by Learning from Training mean 4.160 and SD 0.955 therefore, it could be concluded that majority of the respondents rated this two categories really highly such as excellent or very good which indicated the training delivered was clear in terms of communication and knowledge was acquired or a skill was upgraded in the process of the training.

Furthermore, Training methods used by trainers Mean 4.000 and SD 0.904, Supporting Materials used in training Mean 4.000 and SD 0.990, Teaching Style of trainer Mean 3.960 and SD 0.947, Support from top Management Mean 4.040 and SD 1.029, these statistics show that majority of the respondents surveyed do agree on the statement that training and development has a significant impact on employees and the techniques are effective, understandable and supportable.



Table 7.3 Level of Employee Satisfaction from Training & Development

Description	Total Scores	Mean	SD
1. Personal growth through OTJ and Off the job methods	224	4.480	0.646
2. Level of satisfaction upon your trainers/specialists	223	4.460	0.613
3. Duration of the training sessions conducted	209	4.180	0.661
4. Technical knowledge & skills acquired after training	208	4.160	0.766
5. Newly acquired knowledge used by trainers in the practical day to day work	211	4.220	0.910
6. Increase in your carrier & organizational growth.	210	4.200	1.125
Total		25.700	4.721

Table 7.3 above illustrates; The Level of Employee Satisfaction from Training & Development. It was categorized into six categories as shown in the description column each category was rated on a five-point scale (Highly Satisfied- 5/ Satisfied – 4/ Partially Satisfied - 3/ Dissatisfied -2/ highly Dissatisfied -1), the ratings on a scale of 5-1 for each category of all 50 respondents were totaled to get the total scores as illustrated above and using the total scores Mean and Stand Deviation (SD) was calculated. It could be inferred from the statistics above that Personal growth through OTJ and off the job methods had the highest mean of 4.480 and SD 0.646 which indicates that the employees which went through the training and development programme either it was On the Job (OTJ) or Off the job methods they found it very effective for its personal growth which gave them high satisfaction for growth. Secondly, Level of satisfaction upon your trainers/specialists with Mean 4.460 and SD 0.613, third newly acquired knowledge used by trainers in the practical day to day work Mean 4.220 and SD 0.910, fourth Increase in your carrier & organizational growth Mean 4.200 and SD 1.125, fifth Duration of the training sessions conducted Mean 4.180 and SD 0.661 and sixth Technical knowledge & skills acquired after training Mean 4.160 and SD 0.910, these statistics show that majority of the respondents surveyed do agree on the statement and that they have a Level of Employee Satisfaction from Training & Development which allows them to explore and grow in the hotel industry.

Chi-Square Test

It tests to see whether the distribution of categorical variables varies from each other. An exceptionally little chi-square test measurement implies that your observed information accommodates your expected data incredibly well. As it were, there is a relationship. An exceptionally huge chi-square test measurement implies that the information doesn't fit well indeed. At the end of the day, there isn't a relationship. The test was conducted to see whether there was any relationship between independent variable Training and development and dependent variable Operational Excellence in the hotel industry.

Table 7.4 chi Square Test

Observed Frequencies				
Operational Efficiencies				
	Do you experience fruitful changes in working efficiency after being trained?	Does the training and development method focuses on developing team work and leadership skills?	The training provided in the organization does it match up with your career goals and skills required for the job you do?	Total
Training & Development				
Training & development leads to Operational Efficiencies	48	48	42	138



Training & development does not lead to Operational Efficiencies	2	2	8	12
Total	50	50	50	150

Expected Frequencies				
Operational Efficiencies				
	Do you experience fruitful changes in working efficiency after being trained?	Does the training and development method focus on developing teamwork and leadership skills?	The training provided in the organization does it match up with your career goals and skills required for the job you do?	Total
Training & Development				
Training & development leads to Operational Efficiencies	46.00	46.00	46	138
Training & development does not lead to Operational Efficiencies	4.00	4.00	4	12
Total	50	50	50	150

The results as follows

Data		Results	
Level of Significance	0.05	Critical Value	5.9915
Number of Rows	2	Chi-Square Test Statistic	6.5217
Number of Columns	3	p-Value	0.0384
Degrees of Freedom	2	Reject the null hypothesis	
Level of Significance	0.05		

Therefore, it could be inferred from the table above that $P < 0.05$ ($0.0384 < 0.05$) therefore, we reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between training and development and operational excellence. For operational efficiencies, companies need to cater to effective training needs for employees to learn and grow in terms of skill development, knowledge, leadership and so forth which in turn will lead to operational productivity.

Recommendations and Conclusions

After the finding and analysis of the data from the hotel, it could be recommended and concluded that the hotel company can give the training week after week rather than day by day since it spares the time. Also, it can give pay climbs to the respondents, when the individual execution and general advancement are distinguished and mentors ought to be prepared viably and furnished with the information by the administration as a piece of training need analysis. Furthermore, close observing of office preparing is required to guarantee it is according to the preparation principles set by the preparation department and the individual effectiveness of workers could be observed and assessed for advancement and efficiency through weekly reports to be set up of every representative's undertaking appointed for the week and assignment fulfilled for the week in light of which future arranging and allotment of obligation should be possible as it will be anything but difficult to distinguish in which regions the worker is knowledgeable with.

The training program at the hotel companies is mostly extremely successful and it demonstrates the improvement in respondents. Companies provide training with a specific end goal to expand their insight and abilities which thusly are productive for the company as it will prompt hierarchical magnificence. It is therefore



advisable that individuals ought to be more proactive and look to be more inventive and imaginative to contribute their share through their calling and aptitude. In this manner, employees and companies can flourish as the employees enjoy and grow so does the company be more efficient.

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