

The impact of Training on Team Effectiveness in Hotel Management

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Abstract: The aim of this study is to examine the impact of no training for the new employees and re-training of the existing employees. A review has been done on different aspects of the training. The findings of this study will reveal the drawbacks of lack of interest and investment in the training and how it affects the overall running of the organization. There are many factors which needs to considered in order to ensure effectiveness of training like support from management, attitude, training style and environment, open mindedness of trainer, job related factors etc. The implications of no trainings are lesser job satisfaction and job retention which increases the overall cost of the organization in firing and hiring new employees. To keep the staff motivated and to ensure the overall growth, trainer identifies the different areas of improvement and continuously works with the departmental heads which makes them capable of performing the duties and responsibilities in an efficient manner. The hospitality industry is facing skilled workforce challenges. Success in meeting these challenges is on the ability of the industry's stakeholders to come together and deal with their problems.

Based on comprehensive research and feedback from hospitality professionals, we portray a picture of this critical facet of industry. Seen through the eyes of hotel professionals, hotel jobs are often low-wage, with irregular hours and little training. Seen through the eyes of the investors, high turnover of workforce and therefore training are too risky an investment.

Keywords: Training, Hospitality, Employee, Hotel, Challenge, Industry.

Introduction

There were times when life was simple, work profiles were limited and mere verbal instructions were enough for someone to get on with their job. However there is a 360 degree change in the work scenario. With multinational brands entering the Indian market every industry has experienced a change like never before. Suddenly we can hear about new concepts and one such greatly misunderstood concept is that of training. While employers understand and realize that their only most prized possession are their employees and it is only through the efficient functioning of their employees that business performance can be improved. However complete implementation and justice to this has not been done. While everyone now realizes the importance of training their employees, well there is still a lot that needs to be done in this area.

Unfortunately there are still some organizations who feel that training is an extra cost to their business and is a mere "add on", in times of any sort of cost cutting the first thing they stop investing in is the training. Not realizing that they are only digging their own grave. Lack of training creates disoriented employees who are not aligned with the vision and goals of the organization. They are often working in their own zones of comfort and understanding and which only leads to poor understanding of the business they operate in. While one can find some typical routine type trainings in such organizations however employees still don't feel and find the connect.

Training is actually a process which starts from the time a job offer letter has been handed over to an employee

till he leaves the organization. It is only training that distinguishes some great organizations from the mediocre ones. It shows that some companies don't take this concept seriously and would also like to mention that it may not be deliberate on their part to do so. It may be that certain organizations are not completely aware about the effects and ill effects.

Sample and Data Collection

Data has been collected using mail questionnaire from 5 stars hotels like The Oberoi Gurgaon, Leela Gurgaon, Hilton Banni Square (HBS) Gurgaon, Westin Gurgaon and Crown Plaza New Delhi. Data was based on five different training practices used in hotel industry and measured on Likert-type 5-point scale ranging from 1=never, 2=rarely, 3=sometimes, 4=often, 5=very often.

Induction Training (it)

- Adequate importance is given
- It is well planned
- It is of sufficient duration
- It protects from costly mistakes

On-the-Job Training (ojt)

- To acquire technical knowledge and skills
- Participate in determining the training they need
- The quality of in-coming programmes in your organization is excellent
- Senior line managers are eager to help their juniors

- Improved ability and quality of staff
- Satisfaction with performance reviews

Off-the-Job-Training (ofjt)

- Enhanced confidence, commitment & motivation
- Recognition, greater responsibility and pay improvement
- Availability of training for problem-solving ability
- To change, behavior attitude or opinions
- Employees returning from training are given adequate time to reflect
- Off the job training is more preferred by the employees

Cross Cultural Training (cct)

- Cross cultural training is given high importance in your company
- There is no discrimination between employees in regard to his/her culture
- Cross cultural training improves team work
- Your organization is not messed-up with cross cultural conflicts
- Feedback is collected about the effectiveness

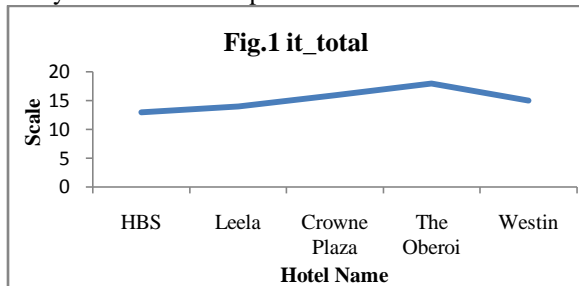
Spiritual Training (st)

- Your organization participates in spiritual training
- Adequacy of continuing training
- It enhances self confidence
- It decreases tension/stress

Results and Discussion

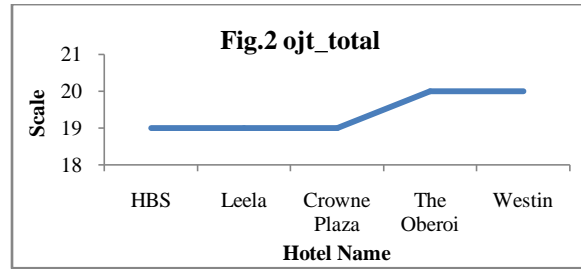
A. Induction Training (it)

In Fig.1, The Oberoi Gurgaon spends more time with the new joiners and does their induction properly by giving them time to understand the procedures and policies of the company and different areas so that when they join one particular department, they can easily understand the operations.



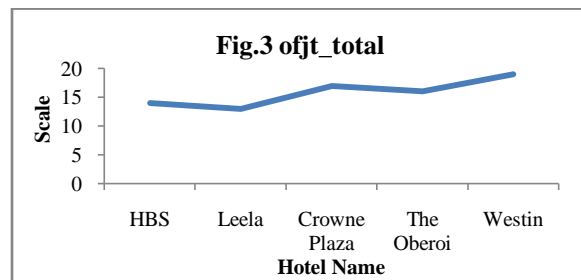
B. On-the-Job Training (ojt)

This shows that new properties in Gurgaon have higher ratings in on-the-job training (Fig.2). The reason could be more focus to train new joiners.



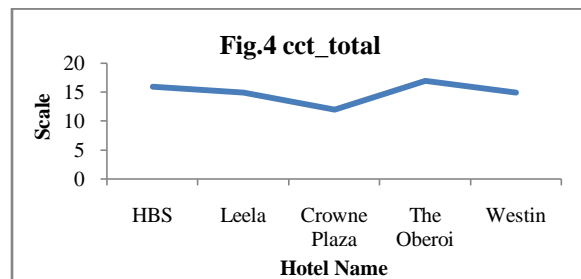
C. Off-the-Job-Training (ofjt)

Here we see less variations among the different properties, may be all the companies less concerned on the training of existing employees which is ultimately a cost to the company. The result is, employees feel less motivated when learning stops (Fig.3).



D. Cross Cultural Training (cct)

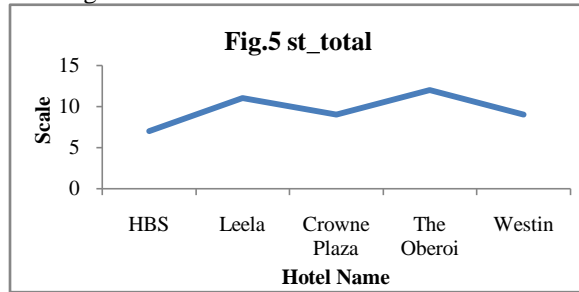
Fig.4 depicts that sending employees to different cities makes them familiar with different cultures and their value systems. Chain hotels with their presence in different parts of the country can manage to send the employees. It works as a mutual benefit where company can send the employees to properties where the load is high and employees can learn the cultures of different cities which improve the team work.



E. Spiritual Training (st)

Fig.5 shows hotels need to focus more on spiritual training. Hotel industry has lot of physical and mental pressure and at times it becomes difficult for the employees to sustain with odd shift timings and long working hours. To keep them motivated and their spirits high, it is important to work on Spiritual

Training.



Research reveals the reality of the hospitality industry training and development area –

- One of the biggest challenges is gap of the skilled trainers and subject matters.
- Moreover if the hotel manages to trace the trainers, experts of specialized domains is always there.
- In most cases there is one trainer who talks about all the areas of the hotel. Lack of specialization and high attrition of experienced trainers is another challenge.
- In India, training materials are come from globally recognized organizations, but not customized keeping in mind Indian workforce, guests and local economy in mind.
- Unlike other areas like housekeeping, food and beverage service, laundry, spa where workforce is outsourced, for training there is no process so far in the Indian hospitality sector [4].

Challenges

Other than the above mentioned challenges studies also reveal that there are some major issues which are roadblocks in the hospitality sector, like -

Turnover and Retention

A poorly managed restaurant or hotel is an invitation for employee turnover. Losing employees for nearly any reason is a costly undertaking because of the time and finances involved for HR to locate, interview, hire and train new staff members. Hospitality is an exciting field with the potential for lots of action. The phrase "never a dull moment" certainly applies. However, for some employees, serving people can be especially taxing work causing high levels of stress, which many employees find they simply cannot tolerate. The hotel industry struggles in retaining the employees and has a high turnover as both job satisfaction and job retention are related to each other. Training helps in developing the skills and confidence in delivering the services with efficiency and productivity which leads guest satisfaction and ultimately job satisfaction. Training department along with human resource

department assists in transforming the overall behavior and attitude of the employee and its experience with the organization. An old thinking says training is an expense to the department but research studies reveals the fact that training directly influences organization's culture and overall customer and job satisfaction [5]. Frequently in hospitality, managers are asked to oversee departments with many employees. Just as often, managers are not properly trained to be effective but are rather thrown into a position of authority without the benefit of experience or adequate management skills. Untrained or inexperienced managers can result in an entire department of inefficient, disgruntled employees. Managers who don't know what their jobs encompass can become frustrated and counterproductive, creating a negative trickle-down effect on their employees.

Employee Development and Opportunity for Advancement

The hospitality industry is facing skilled workforce challenges. Success in meeting these challenges is on the ability of the industry's stakeholders to come together and deal with their problems. Based on comprehensive research and interviews with hospitality professionals, discussions and site visits we portray a picture of this critical facet of industry. Seen through the eyes of hotel professionals, hotel jobs are often low-wage, with irregular hours and little training. Seen through the eyes of the investors, high turnover of workforce and therefore training are too risky an investment.

A. Cross-Training

To attract outstanding hotel professional and to motivate and retain them is always a challenge. Money is not the only motivation; employees expect various direct and indirect benefits from the organization [2]. Training not only assists the employees but also the management in identifying their abilities and polishing them for better handling of the current responsibilities and grooming them future roles. There are hundreds of programs which hotel runs to train the employees for various sections of the hotel operations. A win-win situation is cross-training where the employees are sent to various sections of the same department to get the exposure and better understanding of the intricacies lies in each section or area. For example, employees in the restaurant also need to know the operations of room service and banquets so that when he will be promoted, he knows how to get the handle the situations. It helps the organisation also as during busy day; employees can be easily fit into required zone.

Cross training is not only limited to one hotel. Chain hotels now a day's send the employees to other properties. Where they go to the different cities and learn the different cultures and modes of operations.

For example, a hotel in Shimla has peak season in summers therefore the employees from Jaipur hotel may come for cross training and similarly Jaipur has peak season in winters. This way both the employees and organisational objectives are achieved.

B. Benefits of Staff Training

Effective training is not only beneficial for the employees but also for the organisation, management and guests [2]. It provides -

- Improved efficiency
- Higher level of customer satisfaction
- Develop team spirit and leader skills
- Reduced learning costs
- Higher level of motivation
- Attract highly motivated and potential employees.

Conclusion

The above study shows that every employee is not influenced with the money factor. The organization offering ample opportunities to develop new skills has a direct relationship with the job satisfaction and customer satisfaction. Training not only fosters the growth of individual employees but organisation also. Training makes them aware of the rules and regulations. Training department makes it easier for a new joiner to imbibe the customs followed in any organisation. It works as an interface between operations and human resource the Human Resources department. After being recruited by Department, new employee's orientation and induction in the organisation and making them familiar with the mission and vision of the company is crucial.

High turnover costs more than training and retraining the existing employees. They deliver better customer services and increase the productivity of the organization. Training and Development is always considered an area where cuts are done in times of financial crisis. But hotels now understand the impact of no training and how it affects the efficiency and productivity of the employees. An employee with low motivation never delivers quality to the customers. Further training models should be customized to bridge the gap between job requirement and employees present specifications.

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