

A STUDY ON THE EFFECTIVENESS OF TRAININGS IN HOSPITALITY – A RTDC EXPERIENCE, JAIPUR, RAJASTHAN

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Abstract: *Today whatever education one had acquired, one has to be trained in many skills, including soft skills for being employable. Once you gain employment in any sector, your education becomes obsolete in a very short span. This is due to the impact of technology development. In a globalized environment, competition has become so severe that only organization which imbibes excellent management practices survives and prospers over a long range of time. Thus people working in organizations are critical resources for delivering management skills and practices of the new order. Latest knowledge and skills are imperative for the people in the organization to increase productivity, lower costs and enhance customer satisfaction. It is undoubtedly true, that knowledge and skill enhancement of the people is a basic necessity enabling the organization to incorporate the advent of new technology as well as new practices. The need to learn for acquiring new knowledge and skills have become an on going aspect of each individual's working*

life. In the present day context some jobs and whole industries will and new ones will emerge. Some type of jobs will wither through technological change or through outsourcing in many organizations. Thus changes have become an everyday aspect. The responsibility for ensuring that working people are equipped to cope with these changes is the need of the hour especially for the employer and the employee. All these point to the fact that the changing trends, technology, systems and practices can be imbibed by the organization only through training. Training will help individuals to extend their competencies to reach the limits of their capabilities and realistic aspirations.

Keywords: *Training, Knowledge & Skill, On the Job Training, Off the job Training, Globalization*

INTRODUCTION

There are three main components that an individual requires in order to do a job effectively—knowledge, skills and attitude. All these components can be developed or improved by effective training. However, each component requires a different training approach. Knowledge, for example, can be imparted by talks, lectures and films but useless for skill development. Skills can be developed or improved only through practice. Attitudes, is the most difficult to impart or to change, even through intense training. It requires deep understanding of human behavior among those responsible for training. Many behavioral experts opine that attitudes, being the most difficult to modify or change, it is better to select people with the right attitude rather than to attempt to train people whose attitude does not conform to the need of the specific sector or job. Discussions, case studies and role playing are some of the common training methods used for modifying attitude. Tourism is a highly diverse phenomenon. It is an industry which encompasses many sectors like transport, accommodation, catering, leisure, travel intermediaries, souvenir shops etc. The importance of tourism had been increasingly realized because of its social, economic, political, cultural and aesthetic implication. The growth in tourist traffic all over the world testifies that it is a commodity of mass consumption. Such as increased movement of tourist traffic have resulted in phenomenal growth of the various sectors within the tourism fold. Hotels and catering establishments of varying sizes for diverse market segments are growing at large proportions. As jobs in hotels and catering industry are labor-intensive, humans should be considered as the major asset of the hospitality industry. Dr Peter Drucker, the eternal, management guru, who recently died in 2005 at the age of 95, has talked about people as the key driver for any and every industry globally, irrespective of infrastructure, technology, machinery, finances or any other imaginable resource. Hospitality, being a service industry is 100 percent people-driven. Professional training is an essential requirement, especially in current dynamical and highly competitive environment. The rate of job growth and job change in environment The rate of job growth and job change in hospitality industry is among the most rapid compared to any other industry The work of hospitality employees will continue to change as new technology develops. The high attrition rate and part time employment systems followed in the hospitality industry is a major concern which needs to be addressed. These warrant the need for continuous training of the people working in the hospitality industry. Apart from the technical knowledge and skills, life skills are also equally important in hospitality, enabling the individual to become a composite professional for delivery of excellent customer service.

It is not enough for hospitality employees simply to know how to perform the tasks requires in their jobs. Most of the jobs in the hospitality industry involve customer interaction. So they must also know how to demonstrate behaviors associate with good service.

Surveys point out that there has been a varying difference in the time and money spend on training by different countries and companies. Even though computer based training is showing an increased trend, conventional class room training is still followed as a major stream of training in the hospitality industry world over. In a global environment, it is strongly debated whether the money spent on hospitality training is spent effectively. In spite of all these debates, there had been an increased allocation of budget and time companies are also forced to allot more money and time for training their employees in order to say competitive. In the Indian context, training is still not considered as an integral part of the hospitality business. Professionals and the management still have apprehensions about training and its need. Negative consequences like trained staff leaving the organization, the cost component involved in training, continual updating due to rapid technological change, the time factor in training technology, on a priority manner, were always listed by hospitality management and professionals which has hindered the training function in this sector. The entry of multinational hospitality organizations and cut throat competition had resulted in hospitality management broadening their vision. Of late, many large hotel chains recognized the need for training and the importance of having resources to facilitated constructive training. They have realized that training is essential for the development of professionalism among its workforce enabling the hotel to be a leading edge. Rajasthan , a tiny state in the south western tip of India, is emerging as a front-runner of tourism in this country. The peaceful and relaxed atmosphere, verdant greenery, salubrious climate, virgin rain forest, endless strip of backwaters, sandy beaches, exotic hills, agricultural plantations, sleepy countryside, rejuvenating Ayurvedic massages and colorful art forms make Rajasthan , a tourist paradise and is fast becoming a world renowned destination. Many resorts and hotels are coming up throughout the state. Even large national chains have set up hotels and resorts in various parts of the state. Training in national hotel chains are addressed but their own training departments. But in Rajasthan , majority of hotel chains, franchisee hotels and stand-alone hotels, consider training the employees in a systematic manner as a far away dream. The hotel management view training as a cost element and raise doubts join its effectiveness. Keralites view hospitality jobs as a last career option, due to lack of awareness about the scope in the trade. This has resulted in people with low level of knowledge, skills, and

attitude who do not commensurate with the need of the employees eager to learn and carve out a career in the hospitality trade are a countable few. Most of the hotel employees of Rajasthan leave Indian shores to the oil rich Arab nations seeking fortune or shift to other sectors in the state. A major reason for this state of affairs is the non-recognition of the hospitality profession by the management resulting in low wages, non existence of wage structures, career path, violation of statutory norms, work abuse, absence of motivation, lack of training and development technology

OBJECTIVES OF THE STUDY

To study about the present situations on the effectiveness of training and also to find out the factors responsible for effectiveness of training at RTDC.

To present a bird's eye view on how the training is carried out in RTDC.

To find out the relation between effectiveness of training and employee performance.

To find out the relation between employee satisfaction in training and employee turnover.

To find out the role played by management in enhancing the effectiveness of training program.

To give an action plan there by improving the effectiveness of training at RTDC.

LITERATURE REVIEW

To ensure the effectiveness of training programs, hospitality managers should look beyond the usual factors (needs analysis, program design, and implementation). In addition, managers must examine such external matters as the work environment and the characterizes of the trainees themselves. Training is widely recognized as an important activity for hospitality organizations. Even in the face of the unstable economic climate of the early 1990s, many hospitality organizations recognized the importance of training and committed a great deal of money to training programs. The Mirage Hotel and Casino in LasVegas spent about \$5.5 million on training in 1993, and ARAMARK spent over \$25 million during the same time period. These financial commitments to training were made in direct response to the multitude of challenges that almost all companies are confronted with today changing demographics, new technology, increased competition, and downsizing, among others. Summarizing the point in a Cornell Quarterly article, Opryland's director of training, Marc Clark, wrote: "Training is a key to the success of the Opryland Hotel. From orientation on a new employee's first day to ongoing seminars in the employee's work area, at Opryland we stress training and education at every level. [Marc Clark 2000]

While Kirkpatrick (2004) has provided a comprehensive and user-friendly guide to evaluating training programs, few hospitality organizations have made full use of this tool. A recent article by Conrade, Woods, and Ninemeier indicated that fewer than 10 percent of the hospitality companies surveyed conducted formal evaluations of their training programs." In their study, Conrade and his colleagues surveyed a number of corporate executives, general managers, department heads, supervisors, and employees of lodging companies to examine their perceptions of the value of training. In addition, the authors attempted to examine the relationship between perceptions and actual training expenditures. Although it may be useful to know whether perceptions about training are consistent with companies' financial commitments to this activity, we believe the study addressed the wrong question. The question

of whether corporations were spending money in accord with their beliefs on the importance of training begs the issue of what makes training effective. [Kirkpatrick 2004]

RESEARCH & METHODS

(i) Universe of the Study

The Tourism development around the globe is taken as the universe of the study.

(ii) Population of the Study

The population of the study includes the employees working in the Rajasthan Tourism Development Corporation (RTDC).

(iii) Unit of the Study

A unit is simply a subset of the population. The concept of sample arises from the inability of the researchers to test all the individuals in a given population. The unit must be representative of the population from which it was drawn and it must have good size to warrant statistical analysis. The unit of the study includes the employees working in RTDC, Trivandrum.

(iv) Sample Design

Source collection of information from all respondents is difficult, so only 60 samples were taken for the study using stratified random sampling.

(v) Sources and Method of Data Collection

a) Primary Data

The Study is descriptive based on survey method. All the data are collected directly from the respondents through the questionnaire, i.e. primary data. Primary data collected from the customers and company personals by way of questionnaire and unstructured interview of

the sample

b) Secondary Data

Secondary data will be collected from documents, reports, manuals and records of the company and also form the organization websites

DATA ANALYSIS & INTERPRETATION

Table 4.1
Identification of the Training Needs of the Employee

variable	Frequency	Percent	Valid Percent	Cumulative Percent
highly satisfied	7	11.7	11.7	11.7
satisfied	48	80.0	80.0	91.7
undecided	1	1.7	1.7	93.3
Unsatisfied	4	6.7	6.7	100.0

Primary Data

From the above table it is inferred that 80% of the respondents are satisfied and 11.7% of the respondents are highly satisfied with the way in which he organization identifies the training needs. Whereas 6.7% are unsatisfied and 1.7% of the respondents remains neutral. It is clear that majority of the employees are satisfied with the way in which organization identifies their training needs which can be treated as a positive indicator of training effectiveness.

Table 4.2
Organization Training Design in RTDC

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
excellent	8	13.3	13.3	13.3
Good	35	58.3	58.3	71.7
Average	15	25.0	25.0	96.7

Poor	2	3.3	3.3	100.0
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Primary Data

From the above table it is inferred that 13.3% of the respondents believe that their organization have got excellent training design and 3.3% of the respondents is of the opinion that the organization is having poor training design. It can be interpreted that majority of the respondents believe that their organization is having a good training design. Whereas only a negligible percent of the respondents believe that their organization is having poor training design.

Table 4.3
Excellent Trainers in RTDC Ltd

variable	Frequency	Percent	Valid Percent	Cumulative Percent
excellent	8	13.3	13.3	13.3
good	36	60.0	60.0	73.3
average	15	25.0	25.0	98.3
poor	1	1.7	1.7	100.0

Primary Data

From the above table it is inferred that 13.3% of the respondents accept excellent trainers and 1.17% of the respondents feels that their trainers are poor performers. It is clear that majority of the respondents believe that their organization is having good trainers, which may in turn help the employees to have an excellent training experience.

Table 4.4
Training Need Assessment Training

variable	Frequency	Percent	Valid Percent	Cumulative Percent
highly satisfied	6	10.0	10.0	10.0
satisfied	47	78.3	78.3	88.3
undecided	5	8.3	8.3	96.7
unsatisfied	2	3.3	3.3	100.0
Total	60	100.0	100.0	

Primary Data

From the above table it is inferred that the 10% are highly satisfied with training need assessment and 3.3% of the respondents are unsatisfied with training need assessment. It is clear that the respondents are satisfied with TNA; therefore training need assessment if practiced regularly may make training more effective.

Table 4.5
Induction Programme to the Employees Recruited

variable	Frequency	Percent	Valid Percent	Cumulative Percent
excellent	8	13.3	13.3	13.3
good	39	65.0	65.0	78.3
average	11	18.3	18.3	96.7
poor	2	3.3	3.3	100.0

Primary Data

From the above table it is inferred that 13.3% of the respondents underwent excellent induction training and 3.3% of the respondents is found to be poor in induction training. It is interpreted that the excellent induction training increases in employee’s performance.

Table 4.6
On The Job Training in the Organization

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	6	10.0	10.0	10.0
Good	34	56.7	56.7	66.7
Average	19	31.7	31.7	98.3
Poor	1	1.7	1.7	100.0

Primary Data

Form the above it is inferred that 10% of the respondents underwent excellent on the job training and 1.7% of the respondents is found to be poor on the job training. it is interpreted that excellent on the job training in RTDC is seems to be good and reveals that on the job training would enhance the performance and effectiveness.

Table 4.7
The Methods Used In Imparting Training

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Class room training	41	68.3	68.3	68.3
Role playing	13	21.7	21.7	90.0
Training at work place	5	8.3	8.3	98.3
Case study	1	1.7	1.7	100.0

Primary Data

From the above table it is inferred that 68%% of the respondents participated class room training,21.7% of the respondents participated role playing ,8.3% of the respondents participated training at work place and 1.7% of the respondents participated case study. It is interpreted that good methods of training is conducted and therefore increase performance of

employee.

Table 4.8
Training Programme Improves Team Spirit and Confidence

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Always	32	53.3	53.3	53.3
Almost always	17	28.3	28.3	81.7
Sometimes	9	15.0	15.0	96.7
Rarely	2	3.3	3.3	100.0

Primary Data

From the above table it is inferred that 53% of the respondents says that training programme improves team spirit and confidence and 3.3% of the respondents says that training programme rarely improves team spirit and confidence. It is interpreted effective training programmes enhance the team spirit and confidence.

Table 4.9
Satisfaction with the Training Provided

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Highly satisfied	23	38.3	38.3	38.3
Satisfied	30	50.0	50.0	88.3
Undecided	3	5.0	5.0	93.3
Unsatisfied	4	6.7	6.7	100.0

Primary Data

From the above table 38.3 % of the respondents are highly satisfied with training facilities in training centre and 6.7% of the respondents are unsatisfied with training facilities. It is interpreted that most of the employees are satisfied with the training facilities provided in RTDC. The facilities in training centre would give them good environment for training being conducted.

Table 4.10
Training Programmes Helps To Improve Knowledge and Skills

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Always	35	58.3	58.3	58.3
Almost always	16	26.7	26.7	85.0
Sometimes	9	15.0	15.0	100.0

Primary Data

From the above table it is inferred that 58.3% of the respondents accept that training programmes always improve knowledge and skills, and 15% of respondents to less acceptance to the fact. It is interpreted that training will absolutely improve the knowledge and skills.

Table 4.11
Training Helps to Improve Team Work

variable	Frequency	Percent	Valid Percent	Cumulative Percent
Always	37	61.7	61.7	61.7
Almost always	13	21.7	21.7	83.3
Sometimes	8	13.3	13.3	96.7
Rarely	1	1.7	1.7	98.3
Never	1	1.7	1.7	100.0

Primary Data

From the above table it is inferred that 61.7 % of the respondents always believe training improves team work and 1.17% of the respondents never believe that would improve teamwork. It reveals that training definitely improves the teamwork in RTDC. Therefore training effectiveness can pave the way for higher team and group work

Table 4.12
Training Programme Helps To Improve Performance

variable	Frequency	Percent	Valid Percent	Cumulative Percent
To a great extent	39	65.0	65.0	65.0
To very little extent	9	15.0	15.0	80.0
To some extent	12	20.0	20.0	100.0

Primary Data

From the above table it is inferred that 65% of respondents believe to great extent that training programme helps to improve performance, and 15% of the respondents to very little extent. It is interpreted that training definitely improves performance of employee. The training will help to bridge the gap of individual deficiencies and helps to improve the overall individual performance towards the organization

Table 4.13
Training Programmes Helps To Improve Personality

variable	Frequency	Percent	Valid Percent	Cumulati ve Percent
To a great extent	33	55.0	55.0	55.0
To very little extent	15	25.0	25.0	80.0
To some extent	12	20.0	20.0	100.0

Primary Data

From the above table it is inferred that 55% of the respondents accept training programme helps to enhance Personality and 20 % of respondents to very little extent. It is interpreted that training will definitely increase personality among employee.

Table 4.14

Relation between Employee Satisfaction in Training and Reduce Employee Turnover.

Variable	Reduce employee turnover			Total
	almost			

		always	always	sometimes	rarely	
highly	satisfaction	22	0	1	0	23
satisfied		4	17	7	2	30
undecided		0	2	1	0	3
unsatisfied		1	0	3	0	4
Total		27	19	12	2	60

Primary Data

Table 4.14(a)

Correlation

variable		Value
Interval by Interval	Pearson's R	.564
Ordinal by Ordinal	Spearman Correlation	.699
N of Valid Cases		60

From the above analysis the researcher could understand that there is positive correlation between training and employee turnover as training programmes increases it may reduce employee turnover

FINDINGS

- Majority (80 %) of the employees are satisfied with the way in which organization identifies their training needs which can be treated as a positive indicator of training effectiveness.
- Majority of the respondents (71%) believe that their organization is having a good training design. Whereas only a negligible percent of the respondents believe that their organization is having poor training design.
- In RTDC majority of the respondents (73%) believe that their organization is having good trainers, which may in turn help the employees to have an excellent training experience
- The vast majority of the respondents (88%) are satisfied with TNA; therefore training need assessment if practiced regularly may make training more effective.
- The study reveals that, on the job training highly contributes to enhance the performance and effectiveness.
- Positive training experience is enhanced through a number of training methods and training types practicing in RTDC.

- Majority of the respondents (73%) are satisfied with the training facilities provided to them.
- It is understood that there is a positive correlation between the satisfaction of the employee in training programme and knowledge and skill. As the satisfaction of the employee in training programme increases the knowledge and skill of the employees also increases.
- The satisfaction of the employee in training programme and team work are positively correlated, so when the satisfaction in training programme increases team work also increases.
- From the analysis it is understood that there is a positive relationship between satisfaction level of employees in training and it has an impact on reducing the time and cost involved in the routine activities.
- The satisfaction level of employees in training programme has a positive correlation with the performance of the employees. As the satisfaction in training programme increases the performance of the employee deem to increase.
- From the analysis it is clear that there is positive correlation between training and employee turnover as training programmes increases it may reduce employee turnover.
- From the above analysis the researcher could interpret that 79% of the employees in RTDC are satisfied with the training provisions provided by the company.

RECOMMENDATIONS

RTDC can make up clear training design like the training methods are identified after careful assessment of the participants entry behavior, topic etc, the rank order of training effectiveness for non supervisory jobs are detailed and Personalized experimental learning ,Textual material ,Self directed learning resources, Observational simulation, Interactive simulation, Visual lecture aids, Expert formal presentations, Impersonal passive electronic media.

The organization should divide the training objectives into its consisting parts of knowledge, skill and attitude. The training methods should match with the above three components. The data for each training topic should cover eight items like general and specific objectives, content training, methods, time, facilities, evaluation methods, review time and persons responsible for the event.

The organization should use the specifications of different training methods which would help in arriving at the total time and facilities required for meeting an

objective. The subtotals then arrived at can be added together so as to calculate the rough grand total of time and facilities required for the training programme.

The organization should develop different packages which can help in assessing the time and cost which are very critical factors. This would help in selecting from the diverse packages depending on the time and cost available.

RTDC should have detailed training events and training sequences that can be an arrived factor for ascertaining the cost and time .This detailed training event can be assimilated to the total training packages.

Training need assessment can be designed and developed separately for managers and employees in RTDC. The training need analysis can be identified in three broad areas organizational needs, Management needs, Individual needs

Training need assessment can be initialized wherein questionnaire can be designed and developed for managers and employees .From the data collected if a gap is identified between the standard operating procedures and actual practice then appropriate training programme should be provided. Training topics needed to be identified .Participants list are drawn according to the topics from all the units , the courses are planned after considering the entry behavior.

Management should implement the HRD programs (rational emotional behavior training, sensitivity training, competency & skill based training, laboratory training, cognitive training) and could implement in future which will help the employees to improve their dynamisms, competencies and effectiveness.

Need based training should be provided for skill enhancement, career planning and decision making skills. Technology based training should be made available for employees.

RTDC can go for better training programs to build team work and confidence to build morale. Appropriate training will customize the education, incentives, motivation and training of the employees.

Performance appraisal tool can be imparted for better analyzing the employee's performance and for the improvement. Appraisal is a process that allows an individual employee's overall capabilities and potential to be assessed for the purposes of improving their performance.

RTDC can impart training for the personality development. Measures of general mental ability (reasoning, planning, and abstract thinking, comprehending complex ideas and learning quickly) and job-specific skills are consistent predictors of

performance.

Training evaluation can be done in two ways for trainers and trainees, in trainees' view it indicate the extent to which learning has taken place and in trainers view it gives him knowledge of results ,which aids his training effort. Post training evaluation serves two purposes like job behavior change and results achieved. Evaluation at this state measures aspects of the effects of trainee's job behavior.

CONCLUSION

Research studies have shown that there is direct and positive relationship between the amounts of training provided employees and the perceived organization and market performance of the organization. The interesting part of this study is that a wide variety of variables were tested for influence on market performance and only one, training, showed a positive correlation. In this contact it is worthwhile to mention that hospitality industry in India is still to wake up to this reality even though 37% of hospitality companies in developed nation's list training as a line item in budget. In hospitality industry, while employees may know how to perform the skills associated with their position most often they fail to deliver the service in compliance with the situational and customer needs. Since most hospitality employees work with the public, they must also know how to demonstrate behaviors associated with good service; therefore hospitality employees require knowledge and skills training as well as behavior all training. The transfer of learning was also efficiently administrated. The employees who were trained implemented their knowledge and skills in their respective jobs. This has led to improved performance of the relevant functions. Employee and unit in charges have reported that there has been a marked improved in their functions and is closely matching with the standard operating procedures. This has been identified through observation by the unit heads. Thus, the training programme can be rated as successful which will be beneficial to the individual as well as the organization development.

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