ROLE OF TRAINING AND DEVELOPMENT IN PROMOTING THE GROWTH OF HOSPITALITY INDUSTRY

S.M. Denis Amirtharaj, B.Sc., M.T.M., M.B.A., M.Phil., Ph.D
S. Kalist Raja Cross, B.H.M.C.T., M.T.M., M.B.A., M.Phil., Ph.D
Asst. Professors, Department of Hotel & Catering Management,
Sathyabama University, Chennai – 600119. [Contact No: 9841007897]

Dr. Vanathi Vembar, Associate Professor cum Liaison officer, DDE, Annamalai University information center, Vadapalani, Chennai.

ABSTRACT

“Training refers to the methods used to give new or present employees the skills they need to perform their jobs”. Development can be most loosely defined as the advancement of an employee’s existing skills to help them meet new needs or to prepare them for new roles. Therefore, the difference between the two can be decided as development builds on existing skills for more than direct job related activities and training gives employees new skills or knowledge that will assist in their job performance. However, both are used hand-in-hand as employers seek to make their employees more knowledgeable and their organizations more competitive.

In order to provide that level of training there are several things that must take place within an organization. “The first step in training is to determine what training, if any, is required”. Training would include the evaluation of what skills are needed to perform a job and also the assessment of the skills employees already have. Therefore, the gap between the two becomes the subject of training. An employee is the biggest asset in this service industry. Building loyalty and keeping him motivated is a function of two things, among others. By showing a clear career growth path to an employee, and training him to achieve those meaningful goals, supplemented by monetary compensation and job satisfaction will go a long way to retain them. Today, training techniques have metamorphosed. The emphasis leans towards improving holistic behavioural trends and technical skills, with more exposure given at an early stage. To supplement this, corporate trainers, role-playing, case studies, practical drills, situational handling skills, etc come into play. Hospitality sector is growing at a very fast rate in India. This sector can be classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. Other than that, opportunities also exist in universities, sporting venues, exhibition centers and smaller events management companies.

The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. Skilled chefs and managers are in great demand. Managers require huge range of competencies such as, people management, viable skills, business insights, analytic skills, succession planning, and resource development in order to get success in this sector. In addition to that, employees are not enough trained on Business Etiquettes, Courtesy, and Business Communication. Hospitality is all about handling people. So an employee must have right attitude, tolerance, and listening skills in order to move up the hierarchy. There is still a long way to go to inculcate good public relation, interpersonal skills.
OBJECTIVES

• To identify the nature of training and development practices of Hospitality Industry
• To identify training and development policies and strategies adopted
• To evaluate the training and development programmes available at the Hospitality Industry
• To identify whether the present training and development practices are adequate for the organizations

The primary objective of training is to improve individual and organization performance. Training is used—or misused—to do a variety of things from informing, motivating, rewarding to changing behaviour and improving performance. However the goal of the training professional (as shown below) is to have the training input impact the performance output of the trainee.

LEARNING TO WORK EFFICIENTLY AND ACCURATELY

Every trainee is always a performer, operating in some performance context of expectations, consequences, varying level of resources, and varying degrees of feedback. Given this, training is but one factor in producing job performance. The training analyst must know what performance can be impacted by training and what performance can’t, and what performance factors must also be altered if the recommended training input is to result in meaningful performance output.

Every trainee performer does impact organization performance in a fairly direct way. A training analyst needs to learn how the performer impacts the organization for the training to have any impact. They must uncover that linkage between performer and organization, as obscure as it may be.

TRAINING IN HOTEL INDUSTRY

In modern hotel business, it is all about competence in people, and especially the employee qualities. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel’s survival and development. Therefore, staff training is essential in many ways; it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts; staff training also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are. Training and development can be seen as a key instrument in the implementation of HRM practices and policies. Successful hotels always include staff training as their important development strategy.

TYPES OF TRAINING PROVIDED IN HOTEL INDUSTRY

1. Sort by training objects

Training is differed by disparate groups, one is the top management group, the second group is supervisory management, and the third group is front line employees who participate in operations and providing services. As for the top management group, including general manager, directors, managers and assistant managers of every department, they take care of making decisions. The training should be about building proper economic views, marketing, forming sales strategy, budgeting and cost controlling etc. Supervisory management group is the supportive team in the organization, such as supervisors, team leaders etc. they should be trained
about management concept and ability, professional knowledge, customer services and how to deal with guests requests and complaints etc. practical information.

2. Sort by Training Location

According to the location that trainings take place, trainings are separated into in-house training, on-the-job training and outside training. In-house training is organized by the Human Resource department, using hotel facilities such as the training room, staff canteen. On-the-job training is usually held by each department; supervisors, team leaders and trainers are responsible for this kind of training, experienced worker or trainer trains the employee. Outside training refers to training which is held outside the hotel. Trainees attend seminars and conferences, participate in training program organized outside the hotel, or go abroad to other sister hotels for training.

3. Sort by Training Content

Trainings are held for different purposes, some are organized to help new employees to get to know the hotel, some are for improving employees professional skills, therefore, the trainings can be divided by their contents:

- **Apprentice training**
  
  To introduce hotel general information and basic skills needed at work to new workers. This training helps building up good relationships between employees themselves and as well as between employees and management team. Moreover, it helps employees to set up the right attitude towards work.

- **Certification training**
  
  After this kind of training, employee get professional certificate on practical or theoretical tests. It aims to improve employees skills and motivates them when they pass the tests.

- **Simulation training**
  
  Practical training is held with the help of Human Resource Department, aiming to improve methods of working and increase work effectiveness by simulating the real workplace. This training is in existence in everyday work, therefore it is long-term. In order to have good results from this training, department heads play very important roles by using proper training skills.

- **On-the-job training**
  
  Employees professional quality is the key of hotel services, the rules and principles of work are taught in this kind of training, besides, courtesy, manners and techniques of handling interpersonal relations are taught as well. This kind of training aims to train employees to learn the best way to do the work in the most quickly and effective way.

- **Language Training**
  
  Hotel employees are required to be able to speak one or two foreign languages, for different departments, different work categories or different positions, language requirements also differ. English as an international used language, every staff needs to be familiar with. Another language is required or to be trained depending on the location of the hotel.

- **Hotel services and administration training**
  
  This training is more focused on a specific subject according to the request of improving administration and services, including telephone techniques, guest relations, sales skills, public relations general information and application, safety and first-aid etc.

- **Cross training**
  
  To ensure the communication among departments and increase the ability of adjusting to distinguished environments, cross training is used to assist employees to receive knowledge and skills from other departments.
IMPORTANCE OF TRAINING AND DEVELOPMENT

• Development of Human Resources - Training and Development helps to provide an opportunity and broad structure for the development of human resources’ technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
• Development of skills of employees - Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
• Team spirit - Training and Development helps in inculcating the sense of teamwork, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
• Organization Culture - Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
• Quality and Healthy work-environment - Training and Development helps in improving upon the quality of work and work-life and also it helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
• Health and Safety - Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
• Morale - Training and Development helps in improving the morale of the work force.
• Profitability - Training and Development leads to improved profitability and more positive attitudes towards profit orientation.

GENERAL METHODS OF TRAINING

There are various methods of training, which can be divided in to cognitive and behavioral methods. Trainers need to understand the pros and cons of each method, also its impact on trainees keeping their background and skills in mind before giving training. Cognitive methods are more of giving theoretical training to the trainees.

The various methods that come under Cognitive approach are:
  • LECTURES
  • DEMONSTRATIONS
  • DISCUSSIONS
  • COMPUTER BASED TRAINING (CBT)
    o INTELLEGENT TUTORIAL SYSTEM(ITS)
    o PROGRAMMED INSTRUCTION (PI)
    o VIRTUAL REALITY

Behavioral methods are more of giving practical training to the trainees. These methods are best used for skill development.

The various methods that come under Behavioral approach are:
  • GAMES AND SIMULATIONS
    o BEHAVIOR-MODELING
    o BUSINESS GAMES
    o CASE STUDIES
    o EQUIPMENT STIMULATORS
    o IN-BASKET TECHNIQUE
    o ROLE PLAYS

Management Development Method
The more future oriented method and more concerned with education of the employees. To become a better performer by education implies that management development activities attempt to install sound reasoning processes. Management development method is further divided into two parts:

**ON THE JOB TRAINING**
The development of a manager's abilities can take place on the job. The four techniques for on the job development are:
- COACHING
- MENTORING
- JOB ROTATION
- JOB INSTRUCTION TECHNIQUE (JIT)

**OFF THE JOB TRAINING**
There are many management development techniques that an employee can take in off the job. The few popular methods are:
- SENSITIVITY TRAINING
- TRANSACTIONAL ANALYSIS
- STRAIGHT LECTURES/LECTURES
- SIMULATION EXERCISES

**BENEFITS OF TRAINING**

**Employee Benefits**
- Employees have the opportunity to learn from performing training assessment.
- “Employees begin to realize that they can make choices concerning their careers through the needs assessment program, express concerns about the present status of their job knowledge facilitate the company in achieving its objectives and goals, and evaluate their own knowledge and learning

**Organizational Benefits**
- Know what their training needs are.
- Why provide a kind of training.
- Develop and new knowledge.
- Knowing what training is being planned and why.
- Justifying costs in relation to training benefits.
  “A needs assessment provides a systematic, repeatable approach for customizing training program. As a result, organizations can know what their training needs are and develop a base for sequencing and phasing in new knowledge. Firms also develop an understanding as to why they are providing particular training.”

**OTHER BENEFITS**
- Eliminate chaos from your training efforts
- Set the direction and tone of your training effort
- Align training with your business goals and objectives
- Bring reason, cohesiveness and clarity to your training effort
- Monitor the progress of your organization in achieving its training goals

130
INNOVATIVE TRAINING IDEAS FOR HOSPITALITY INDUSTRY

Nowadays hotels are trying to change their attitude towards training personnel, adding new practices, using technology and trying to make people more interested. In the modern age there are not so many things you can try to differentiate on. Basically there are two – hotel design and service. Service takes a more important role for it requires constant improvement and evolution. Since service is performed by people it is important that these people are able to operate on the level set by the hotel. To increase their performance efficiency and customer satisfaction the hotel needs to train the personnel constantly. However, in order to differentiate your service from your competitors we have to train hotel team in a different way, so that their service would be recognized by the customer as someway distinct. Now, let’s look at some examples of how you can change your training process in a hotel. Recently several hotels in US applied a new strategy in their training, which is hiring an outside improvisational comedy experts. The idea is to teach employees a more interactive way to communicate with the client, to make them able to respond to various guest needs and wants quickly, to understand the body language of the guests etc. In Elysian Hotel, for example, the goal of this training was named as a way to develop “intuitive service”. As a result, having well structured manuals is no longer enough. The employees should be able to improvise, should become more responsive, more participative in the process.

Another innovative practice in training is the usage of technologies. Several hotel brands are starting to use iPods and PlayStation Portable in their teaching sessions with employees. The executives say that there are several key advantages in this, like cost-reduction on the development of these programs. Also these innovations apply strongly to younger employees who are used to these items in their day-to-day life. This makes the process of training more interactive and entertaining. However there are some things to be careful regarding this approach. It is quite important not to get involved in technology use to deeply, for it may turn the process in a more impersonalized way. The use of technology is important; However the acknowledgment of proper balance is even more important.

One of the other possibilities to develop a higher level of your service is a so called life-coaching sessions. This applies to arranging seminars for employees on how to improve their life, how to define their goals, and set dreams of how they want their lives to be developing. The primary goal here is to make employees happier, motivated and to improve their lives, so that this would reflect in their work, and as a result increase customer satisfaction. However, the most important thing to understand is that these approaches should not substitute the classical training practices, like courses, lectures, and real-life simulations. They should bring more individuality to the training process and are intended to make people more involved. It is also used to speed up the coaching. Also, you are more likely to memorize the concepts and be able to apply them in your work if you had fun while learning, if you enjoyed the training. This is probably is one of the key objectives of this type of training. If your employees are happy they will make your guests also happy!

HOTELIERS TURN EDUCATORS

Given the prognosis of the situation confronting hoteliers - lack of quality and trained manpower - they are stepping into the hospitality education industry. With this move they hope to stem not only the lack of quality, but also the lack of quantity in numbers churned out, as hospitality groups in the country swell. Bharat Hotels, The Park Hotels, Empee Group, The Chancery Group, Himalyan Ski Village, Kamat Hotels and Sarovar Hotels are setting-up hospitality management institutes to meet internal staffing requirements.

John Sims, MD of Himalyan Ski Village, giving his reasons behind starting such institutes pointed out that the Group would need around 4000 trained professionals. “The
company also plans to recruit school and college students for its project. This, in itself is a self-serving strategy. Firstly, it provides specialised manpower trained to suit ones own organisational requirements, and secondly, it acts a resource to other segments of the hospitality market that require quality professional training and development inputs. The Apeejay Surrendra Hotels institute, slated to come up by January 2007 in Navi Mumbai will be an internal resource for training for the company and will start the academic year for the external students in July 2007.

In 2004, the Oberoi Group, started a unique and independent programme, Systematic Training and Education Programme (STEP), initiated in 2004, this apart from its Oberoi Centre of Learning & Development (OCLD), formerly the Oberoi School of Hotel Management. STEP - a three-year programme provides undergraduates with an opportunity of acquiring specific and specialised training and knowledge either in kitchen operations or other hotel operations, at the same time as pursuing a Bachelor of Tourism Studies (BTS) degree from the Indira Gandhi Open University. "Through the programme, The Oberoi Group is able to tap undergraduates and mould them according to the specific requirements of the hotel industry. This assists the industry in ensuring that there is no shortfall of skilled manpower," says David Longworth, vice president of Oberoi Centre for Learning & Development.

CONCLUSION

In order to remain competitive and to ensure excellent, staff are attracted to and remain within the organisation, companies need to ensure that the training and development of all employees is an issue which is taken seriously. By investing in the development of the people who are the face of the business, companies can get ahead of the competition and excel in what they do. One of the most important aspects of managing people lies in helping employees become more effective at their jobs and being able to adapt to that job or another job as he/she matures within the organisation. This requires a high level of co-ordination between employee training and development and the range of other personnel functions, such as recruitment and selection, performance appraisal, reward systems and employee relations. The Training function is increasingly considered to be a key player in helping the organisation to achieve it’s goals through it’s people as it is becoming more generally accepted that there is a strong correlation between organisational success and investment in training and development. There is now a growing awareness of the importance of a planned approach to training and development as a tool for competitive advantage, staff recruitment, selection, retention and motivation.

The whole Training and Development function has increasingly acquired status as the instrument for breaking new ground and bringing about change through its developmental activities. Training managers must provide expert advice to top level management, usually about the value to the organisation of a particular kind of training. The training must take place within a framework of partnership between the trainer, employer and employee. This relationship must be characterised by trust between all stakeholders so that training does not simply reflect the views of the employer. This commonality of interest must be identified and worked towards. Training and development is about making a difference to the bottom line, both in terms of how people feel about their jobs as well as in the area of performance and productivity. Ultimately, it is about adding real value to the organisation and those who comprise it. Training is an essential management tool, it has many benefits, such as shortens the study time, increases work effectiveness, helps employees and the company itself to compete in the fast changing environment, reduces damages and wastage. Staff training is a way of motivating employees, upgrading their skills, expanding their knowledge, preparing employees for self-development.
REFERENCES