Importance of Training and Development and its Impact on Employees' of Hotels in Kolkata, India: An empirical study

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Abstract

Training and development are one of the important functions of the human resource (HR) department. Now a day this function is gradually getting more important because employee turnover is relatively high in the hospitality industry. As per the requirement of the hotel, specific training is required to be imparted. Training should be considered as an investment not cost. Training plays a significant role in the hospitality industry. Training is an important HRD activity which reinforces HRP in an organization. A part of the need for internal staffing, training enhances job-related skills and also facilitates acquiring new skills required for averting skills obsolescence in an organization. Training programmes increase employee satisfaction. Training and development are inter-related to a Hotel's growth and success. Without training the employee will not fall to help a client the way they should, the client will be left unsatisfied by the Hotel's service and at last, the employee will become frustrated by the company management and his or her service level will drop. For this analysis purpose, we used correlation and regression. This study investigated the importance of training and development and its impact on employees in Hotel industry in Kolkata, West Bengal.

Keywords: HR department, hospitality industry, employee turnover, training and development, HRD

Introduction

Eric Hoffer, an American writer, and philosopher noted that "in a time of drastic change, it is the learners who inherit the future. The learned find themselves equipped to live only in a world that no longer exists" **[1]** "Training is the learning process from which an employee obtains the knowledge, skills, and attitudes that lead to changes in behavior to meet some performance objectives. Therefore, training is performance driven and used in work environments". [**2**] "Development is the continuous improvement of human potential. Employees with experience need to develop themselves for a higher position as their jobs enlarge and enrich. Its focuses are long-term, helping employees meet future work demands as well as their own career aspirations". [**2**]

Today, perhaps training is the essential activity in any organization. The hospitality industry has agreed that training is the only key to its existence and gaining success. Training is providing knowledge to improve service quality, how to satisfy guest and how to reduce daily operating costs. Now a day, technology has a mammoth importance in the hospitality industry. Technology is getting outdated within a few months. New technology is introduced in this place. Hospitality professionals need to keep up-to-date with technology to survive in their careers. These days organizations are very much feared for obsolescence. Every organization fears obsolescence. Every so often new hotels are opening and the customers are pampered and are quick to forget the old one. So, hotels have to update their product and service to match current scenario. Technology also has made a vast stride in the way hotel operations are run. The future is promising as innovative ways are being introduced to provide unique dimensions to guest experiences.

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The industry will get impact by external factors like globalization or technological development through an international dimension. A special skill like problem-solving and critical thinking will require developing the industry [**3**]. Indeed, in this circumstance, a successful manager should know the competency and have the knowledge to evaluate and integrate the broader issues involved in the decision-making process and show the cognitive capacity to apply knowledge in the operational settings [**4**]. Globalization, culture diversity and experience need to be addressed as well as appropriate learning and reflection tools to develop intercultural competencies [**5**]. This is supported by the call to include the introduction of emotional intelligence in the curriculum as suggested at the Euro CHRIE conference in 2000.

Training helps in many ways. It does give an organization a distinct edge. The much big organization set up training schools for their own benefit. These special schools are able to develop a continuous supply of qualified professionals to meet their high standards of service. These professionals are well trained specially for their organization to adopt the unique culture and professionalism. Now a multi-skilled professional has huge demand and it is possible through training only. The traditional technical, operating and craft skills will always be of prime importance, but both the industry and the educators agree on the fact that more emphasis should be given to critical thinking, problem-solving, strategic planning and visionary leadership skills as part of the program [**6**]. But awareness does not mean action and it sometimes failed to be addressed [**7**] [**8**] [**9**]. It is however commonly accepted that food and beverage (F&B) management and rooms' management are basic skills required for hospitality; education should then focus on providing students the competencies and skills that will give them added value. A survey of general manager suggests that four important subjects must be taught in Hospitality Management should be marketing, management, HR, finance and accounting [**10**].

The argument is that students should know in-depth their industry, society and themselves to work successfully and independently in complex and changing environments. Critical thinking and a learning styles approach teach students how to learn and use experience and knowledge in the time of learning **[11] [12] [13] [14] [15] [16] [17].** The point is not to erase all forms of traditional practical learning but instead to review them in terms of type and role [**3], [18], [19].**

Although the industry recognizes that educational institutions are doing well, there are several concerns. There are apparently a lot of providers who provide inadequate and irrelevant training and who guide the wrong people just to get a training subsidy. Moreover, even if industry training could improve the employee's quality and, in turn, professionalize the industry, it would still not resolve the problem of recruitment and skills shortages. Training needs to be coupled with additional retention strategies [**20**].

The cutting edge is customer service, recognized by the hospitality industry. The modern customer is fickle minded and will go where they get better service and value for money. A well-trained employee can bring back customers again and again by recognizing them because recognition is a great motivation. Now a day, not only established but also individual professionals identify the importance of training to keep up-to-date. So they welcome training and development wholeheartedly. Individual worth can be developed by training. It is known to all. Organizations are not willing to allow a huge budget for their employee's for fear of losing them but they are rather ready to invest in training which will help them to get a return on investment in the short term. The present employees also recognize that they cannot avoid the most obvious pitfalls in their career which will be done by the next generation which is coming with the latest knowledge and skills. The reasons for individual's training are job security, growth, improvement, challenge, sense of discovery, improve self-worth, recognition, sense of achievement, knowledge power, social acceptability, contribution to the workplace, fear of obsolescence and status. Good training begins with good selection and recruitment. Recruiters must seek employees who are eager to learn since they will be trained in a new set of competencies, and developed by putting those skills, knowledge, and abilities into practice [**21], [22**].

Trainers are now training employees who have different values and customs and who view training techniques differently because of their diverse behaviors, beliefs, customs, traditions, languages, and expressions characteristic to their particular race, ethnicity, or national origin [**23**]. Trainers are often unique in this industry because they typically start at the bottom and work their way up to higher positions. They should be enough able to work with entry-level employees as well as senior management and must be adequately trained to handle the diversity of training needs.

Trainers must be well equipped to demonstrate the ability to make others confident enough through influence, not formal authority, utilizing active listening and effective negotiation techniques; they must be viewed as corporate experts when it comes to training matters and acts as champions for the overall training need [**24]**.

Other studies found that technological skills, people skills, creativity, the use of different ways of delivering training, enthusiasm, passion, humor, and self-confidence were important competencies for effective training [**25], [26], [27**]. "Irrespective of the wider economic circumstances, it is essential to develop a form of career structure and career progression by which the industry can modernize the recruitment and training process. As such, the industry should give staff the opportunity to develop professionally through studies and training, apprenticeships and traineeships. More qualified, motivated and hence more loyal staff members can produce by such initiative that is the hope of the focus group participants" [**20**]

It is very important to identify the needs of training. Otherwise, total effort will become wastage of time and money. Both are very important. A need assessment is a systematic and objective determination of training needs at the organizational, functional and individual level. Need Assessment equals to needs analysis; a method of analysis can be addressed through current or future training and professional development programs, as well as determining the types of training/development programs required and how to prioritize training/development. Needs assessment is necessary actually the criteria to the identification of the gap(s) between optimal performance and actual performance [**28**].

Evaluation of the training is an unavoidable stage in the training process, to get the necessary results helps adjusting and organizing future training. Plans for future training can be done at this stage. Evaluation is the ending stage of a training cycle but at that time it is the basis for the new training cycle **[29].** Basically, it is a gap between what desire is and what exists. These gaps may exist or anticipated in performance. Collecting information not only helps to assess the goal of a training need but also will identify training gaps. Training objective will be defined by these gaps. Performance records of the organization, department and the individual can be provided the training needs. Not only that observation, interview, anticipated changes in the organization, career plans; succession plans; technological changes; employee survey; feedback from supervisors; and new hires also play a vital role to pinpoint training needs. The organization will be agreed regarding training unless it helps performance improvement towards the organization goals. Without a proper needs analysis, the implementation of training will become unfocused and unnecessary expenses.

Such results prove that skills determined as important change and are not clear and obvious anymore. Expectations also vary according to the area of this industry respondents work in but there are some universal skills like 'ethics, leadership, preparation for industry employment, internships/industry experience, and hospitality management organization' becoming apparent [**30**].

Objectives of the Study

Training becomes foreseeable the moment an organization realizes the need for improvement and expansion in the job. The study becomes necessary to know the importance of Training and Development because many organizations in this contemporary world are struggling to survive and there is no viable way this can be achieved without developing employees' competencies, capabilities, skills etc through necessary training designs.
The purpose of this study is to investigate the imminence of training program in the hospitality sector.

• To identify the importance of Training and Development.
• To evaluate its impact on employees in the hotel industry.

Review of Literature

Training plays a very significant role in an organization as it enables an organization to remain relevant in the changing business world. Technology, lifestyle, political and economic dynamics play significant roles in changing the whole field of the organization. Training facilitates the existing workforce to learn new skill sets and remain relevant in the organization and acquire improve the level of understanding that helps an organization grow [**31**]. Not only is that training importation for the survival of any organization. It is also imperative for the effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem-solving skills. [**32**]

If an organization wishes extremely motivated, up to date, creative and productive workforce, they need to start and build a strategy for the future. This strategy has to recognize that corporate performance is absolutely dependent upon the performance of the organization's people. This leads to a clear commitment to invest in these people through training. [33]

According to the author, this programme for employees is becoming a necessity for every organization nowadays. Training is equipping the employees with the required skill to perform the job. It makes people aware of the rules and procedures to improve the performance in current job and prepare them for the identical job. [34]

Development is the growth of employees at every level of management by planned and organized processes. The main aim of development is the best possible utilization of employees' capability. Employees' development is thus an organized activity of employees' professional growth. [34] For training programs that address specific problems or potentially rewarding opportunities the potential benefits should be obvious. However, for the training that is less specific and with a vague purpose the benefits are generally less apparent. Essentially, the payoff from any training will be to increase profit or reduce costs. [35]

On The Job Training is very effective and it also saves time and cost. Organizational performance is noteworthily effected by Training and Development, on the Job Training, Training Design and Delivery style and all these have absolutely affected the Organizational Performance. It means it enhances the overall organizational performance. [36]Training alone may put forward many benefits, but a much better impact could be uncovered when using Human Resources strategies that entail many different organizational commitment, practices and policies. An effective training program is one such organizational practice that can lead to greater employee commitment and a more stable workforce. Majority of employees believe that upon training there is the likelihood that they will receive a promotion. [37]

Globally, owing to social and economic changes, the number of women participating in the workplace has soared, and gradually an increasing number of women have undertaken more leadership positions. This has created several workplace challenges. For example, sexual harassment training has become an important component in a company's management and, often, non-management training [38]. Owing to growing diversity some challenges have included the power erosion of traditional white male constituents, the diversity of views, and a crisis stemming from present employees' resentment over the perception that women and minorities lacked necessary qualifications [39].

Human Resources Departments should emphasize the importance of training programs to its company's success. Although training programs may be reduced or eliminated, essential must remain intact to avoid future problems. [40] Not only is that, evaluating the effectiveness of training programs an important process for the human resource department in any organization. Within the training sector, there are a number of approaches that have been developed for the assessment of training programs [41].

However, reduced consumer expense has led to training-budget freezes, according to the Council of Hotel and Restaurant Trainers (CHART) [42], a non-profit association of trainers. Seventy-seven percent of CHART [42] members noted that their companies were undergoing budget curtail and increased analysis about training expenditure. In addition, 60% said that their training programs have seen cutbacks. For instance, many restaurants are rescinding memberships in professional organizations and participation in conferences, and others have not filled empty positions or have eliminated them completely. Hospitality companies are using less expensive training methods, such as Web-based seminars and regional training sessions. The impact of the economic crisis has also made trainers feel more pressure to show results and to link training to increased performance and profitability [43].

Additional skills such as accounting and numeracy are found to be necessary, as is information technology, especially its use as a mean for effective strategies [44], [45]. Now, as food service managers computer literacy becomes a key employment skill and should be significantly used to support decision-making [46]. Small business management, marketing, and entrepreneurship are also becoming part of some curricula, topics for which students show strong interest although few of them actually plan to become self-employed [47]. However, these subjects seem to have little emphasis on innovation or risk-taking. To conclude, it appears that views are fading away from the traditional craft foundation. It seems that there is a common movement to recognize that graduates should continue to develop their communication and operational skills through a solid foundation in practices. Furthermore, in response to environmental and market changes, graduates should now also be capable to demonstrate the higher and cognitive skills that will help them to identify problems and develop proper remedial strategies. [20]

Sample Selection

The study is carried out on hotels of Kolkata, India, during the period of April to September 2016. The questionnaires [**48**] are distributed among 120 hotel employees. Out of that, hundred and six questionnaires are suitable for analysis with a response rate of 88 percent. The respondents' demographic characteristics are exposed in table 1 at Annexure.

Hypothesis formulation: Hypotheses are developed to accomplish the objectives of the study. These hypotheses are given below:

H_0: The Training and Development have no impact on employees' of hotels in Kolkata, India.
H_1: The Training and Development have a huge impact on employees' of hotels in Kolkata, India.

Methodology

The study has attempted to recognize the importance of training and its impact on employees' of hotels at Kolkata in India. The data of this study have been collected through a questionnaire on a 5-point Likert-type scale ranging from -2 to 2 where -2 means very dissatisfied and 2 means very satisfied. The impacts of training on employee were asked to evaluate the respondents at various hotels, where they are working. The study has 106 observations and is statistical analyzed such as factor analysis and multiple regression analysis according to the particular objectives of the study with using the Statistical Package for Social Sciences (SPSS) version 16.0. Factor analysis was conducted to create correlated variable composites from the original 21 attributes and to make out a smaller set of dimensions or factors. Factors were retained in this study only if their values were more or equal to 1.0 of Eigenvalue and a factor loading greater than 0.50. After the resulting factor scores here applied regression analysis where the dependent variables we regressed against each of the factor scores resulted from the factor analysis and independent variables are the variables of each factor. The linear equation of regression analysis is $Y = a + bx_1 + cx_2 + dx_3 + ex_n \ldots$ Where, Y is the dependent variable and $x_1, x_2, x_3, i_n \ldots$ are the independent variables, and b, c, d, e are the coefficients of the respective independent variables and a is the y-intercept. In this research, multiple regression analysis is used to observe effectiveness and impact levels of training at their working place in different hotels in Kolkata.

Finding & Analysis

In this study, Cronbach's alpha score (reliability statistics) is 0.914, which is excellent reliability. As we know, Cronbach's alpha ranges from 0 to 1 and 0 for completely unreliable and 1 for a completely reliable test. The item-total statistics for only 13 variables use to demonstrate the condition by which many variables eliminated to improve the alpha. Notice that, out of 21 variables, only 13 variables correlated between each of them and sum of all other variables are quite high. Finally, we got 10 variables, which have a significant correlation among them and run a formal test like KMO to check the appropriateness of sample adequacy.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	682.573
	df	45
	Sig.	.000

The value of KMO is 0.819 which is very excellent and Bartlett's test is highly significant (P < .001), the sample is sufficient for factor analysis. From the result of the factor analysis, it can be said that most of the variance associated with all 10 variables. Another way it is in terms of the variance explained by the underline factor. It is clear that the two factors explained and cumulative variance 66.48%. It ensures the significant correlation between the variables. The output of factor analysis is obtained through PCA and specifying rotation. Based on the factor loading the first 6 subtests loaded powerfully on factor 1 and rest 4 important variables are loaded strongly on factor 2.

Factor 1	Name
Training helps to develop new skill	
Training helps to improve health & safety	
Training helps in improving working condition	Self Development
Training helps in proper work planning	
Training helps old people to refresh	
Training helps to get internal promotion	

Factor 2	Name
Training motivates employee toward organization goals	
Training helps to know about working in organization	Organizational Commitment
Training helps in career development	
Training reduces fatigue & struggle	

After getting the factor scores from factor analysis, we experiment the regression analysis based on the factor score and variables of each factor. We have got the satisfactory result as the R^2 values 0.896 and 0.911 which are approaching 1 and statistically good. From the result of regression analysis, the regression equation can be written as follows: Impact of Training & Development = -1.142 + 0.016 (Training helps to get internal promotion) + 0.480 (Training helps to improve health & safety) + 0.368 (Training helps old people to refresh) + 0.308 (Training helps in proper work planning) + 0.052 (Training helps in improving working condition) +0.099 (Training helps to develop new skill).

From the table 5 in Annexure, the regression equation can be written as follows: Impact of Training & Development (Y) = - 0.946 + 0.097 (Training helps in career development) + 0.168 (Training reduces fatigue & struggle) + 0.438 (Training helps to know about working in organization) + 0.578 (Training motivates employee towards org goals). From the result of regression analysis, the R^2 value is 0.911 which shows that 91% (approx.) of the variation in the impact of training & development can be explained by the factor 2 or four independent variables. From the ANOVA table, it can be said the effectiveness and impact of training & development are very much on employees' and it is significant $P < 0.01$.

Conclusion

Training and development have become a vital in the hotels to attain competitive advantages and also for endurance. It is the responsibility of all the management, while training leads to changes in work performance, development is the improvement of the human potential. The results of the findings indicated that training and development have effectiveness, as well as the impact on employees' and management must ensure that employees' skills and knowledge are fully underutilized through ample and timely training design and execution. It indicates that most of the variables are favorable towards effectiveness and impact on employees' but few areas need to improve to enhance the effectiveness of training which will help the employees' and management as well. Employers and top management who are making a decision should take right measure to facilitate training environment and productive training policies that will give every worker equal opportunity to focus on training. Assessment of training need of each employee should take care properly and act according to it appropriately by management.

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Annexure

Table 1: demographic characteristic of the respondents (N=106)

Variables	Frequency	Percentage %
Gender Male	95	89.62
Female	11	10.38
Age < 20 Years	00	00.00
21-30 Years	52	49.05
31-40 Years	45	42.45
41 years & Above	09	08.50
Income < 5K	35	33.01
6-10 K	56	52.83
11-15 K	06	05.66
16 K & Above	09	08.50
Education < UG	09	08.50
Graduate	60	56.60
PG	23	21.69
Others	14	13.21
Duration < 1 Year	00	00.00
1-2 Years	02	01.89
3-5 Years	44	41.51
> 5 Years	60	56.60
Continue Salary	83	78.30
Promotion	16	15.09
Leave	06	05.66
Recognition	01	00.95
Switchover Yes	56	52.83
No	50	47.14

Table: 2 Anova of Factor

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.052	6	15.675	141.753	.000[a]
	Residual	10.948	99	.111		
	Total	105.000	105			

a. Predictors: (Constant), 21 Training helps to develop new skill, 4 Training helps to improve health & safety, 18 Training helps in proper work planning, 6 Training helps old people to refresh, 3 Training helps to get internal promotion, 20 Training helps in imporving working condition

b. Dependent Variable: REGR factor score   1 for analysis 3

Table: 3 Coefficient of Factor 1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.142	.051		-22.294	.000
	3 Training helps to get internal promotion	.016	.048	.017	.341	.734
	4 Training helps to improve health & safety	.480	.052	.428	9.183	.000
	6 Training helps old people to refresh	.368	.052	.327	7.027	.000
	18 Training helps in proper work planning	.308	.051	.267	6.007	.000
	20 Training helps in imporving working condition	.052	.075	.048	.699	.486
	21 Training helps to develop new skill	.099	.077	.096	1.285	.202

a. Dependent Variable: REGR factor score 1 for analysis 3

Table: 4 Anova of Factor 2

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.620	4	23.905	257.403	.000^a
	Residual	9.380	101	.093		
	Total	105.000	105			

a. Predictors: (Constant), 17 Training motivates emply towards Org goals, 11 Training reduces fatigue & struggle, 12 Training helps to know about working in Org, 5 Training helps in career development

b. Dependent Variable: REGR factor score   2 for analysis 3

Table: 5 Coefficient of Factor 2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.946	.047		-20.027	.000
	5 Training helps in career development	.097	.036	.105	2.669	.009
	11 Training reduces fatigue & struggle	.168	.041	.146	4.074	.000
	12 Training helps to know about working in Org	.438	.047	.361	9.259	.000
	17 Training motivates emply towards Org goals	.578	.043	.539	13.476	.000

a. Dependent Variable: REGR factor score   2 for analysis 3