

RESEARCH PLAN PROPOSAL

A Study on Training Effectiveness in Hotel Industry

With Special Reference to Luxury Hotels in Rajasthan

For Registration to the Degree of

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Introduction

Concept of Training Effectiveness

Training is a part of the human resource development, along with the other human resources activities, such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. In order to implement the right training methods, the training specialist should be aware of the pros and cons and effectiveness of each training method. Besides, for evaluating training effectiveness, measurement should be done according to the models.

Training has become the Holy Grail to some Organizations evidence of how much management truly cares about its workforce (The Times of India, December 13, 2000, p.1). The Effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of those who work in them is a key determinant of how well these organizations perform (Dhar, S. 1998, pp.29-34). Organizations help their people learn new skills so as to be able to perform well. It has been confirmed that organizations with more progressive people - oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return higher skill and greater competence that improves morale and productivity. As people's growth is linked with the organizations growth in view of long- term profitability, organizations need to invest in their people. As quoted by Kuan

Chongtzu, a great man of China: If you wish to plan for a year; sow seeds. If you wish to plan for ten years; plant trees. If you wish to plan for a lifetime; develop men. Jawaharlal Nehru once quoted: “It is good to have goodwill; it is good to have enthusiasm. But it is essential to have Training”. (Singh, V. and Saldanha. R 2002). The 21st Century will belong to those organizations, which are able to learn faster than their competitors. The Organizational structure of the future is a learning organization focusing at creating and gaining knowledge for improved performance and building competitive edge. The truly successful organizations of the future will discover how to tap people’s commitment and capacity to learn at all levels.

The main features of Training effectiveness are:

- ❖ Improving Employee Performance.
- ❖ Updating Employee Skills.
- ❖ Preparing for Promotion and Managerial succession.
- ❖ Retaining and motivating Employee
- ❖ Creating and Effective and Efficient Organization.

Employee Excellence – Training

- ❖ Optimum utilization of resources.
- ❖ Development of skills of employees.
- ❖ Organizational climate.
- ❖ Image.
- ❖ Healthy working environment
- ❖ Health and Safety
- ❖ Morale

- ❖ Profitability
- ❖ Productivity
- ❖ Team spirit
- ❖ Organizational culture

Hotel Industry- An Overview

In general, a "hotel" is defined as a public establishment offering visitors against payment two basic services i.e. accommodation and catering (Ghosh, Biswanath). However, during the last few years great changes have taken place in the scope of hotel industry. During 6th century BC, hotels were known as "inns" or "dharamshalas" and were providing only food and overnight stay facilities. At that point of time the standard of an inn was quite normal with earth or stone floor, common bedroom and simple food. As travel became easier, inns grew in size and number. The spirit of competition raised the standard of inns. Today hospitality sector is one of the fastest growing sectors in India. It is expected to grow at the rate of 14% between and 2016. Many international hotels including Sheraton, Hyatt, Radisson, Meridian, Four Seasons Regent, and Marriott International are already established in the Indian markets and are still expanding.

Luxury Hotels - Introduction

What makes a luxury hotel experience “the best”? What do guests want most, and How can hotels respond successfully? The answer to both questions may well lie in the quality of personal service. Given their pressured lifestyles, nothing matters more to affluent consumers. Nothing is more difficult for hotels to deliver or

potentially more differentiating. While innovations in hotel design and style, technology, and personal amenities will always be important, nothing comes closer than personal service.

A fine hotel can do much to reduce these inevitable stresses, by offering solutions to ensure comfort, convenience, and control. It can also help travelers to mitigate the absolute scarcity of their time by making the most, and best, of the time they do have. That this happens most of all through personal service is evidenced by the priority guests' them-selves place upon it.

Most Important Factors in Luxury Hotels.

- ❖ These Hotels offers impeccable services.
- ❖ These Hotels are welcoming
- ❖ These Hotels are consistent in providing an experience that meets or exceeds.
- ❖ They Offers services that are truly personal, recognizing the needs of the individuals or customers.

Training in Hotel Industry

Hospitality is about serving the guests to provide them with “feel-good-effect”. Athithi devo bhavha “guest is god” has been one of central tenets of Indian culture since times immemorial. In India guests is treated with at most warmth and respect and is provided the best services.

Hospitality sector is growing at a very fast rate in India. The sector is growing at rate of approximately 14%. This sector can be classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate.

Steps used for the Training of Employees at Hotel Industry are as follows:

- They provide training their employees on the job and also off the job.
- Very few organizations are able to provide trained workforce for the hotel industry in accordance with international standards. The human resource department has to recruit and select the untrained candidates and train them according to their own needs.
- Hotel industries also use different Training centers at locations like they send their employees out of country for training.
- Safety training is also provided to the employees.
- Service is inseparable from the provider.

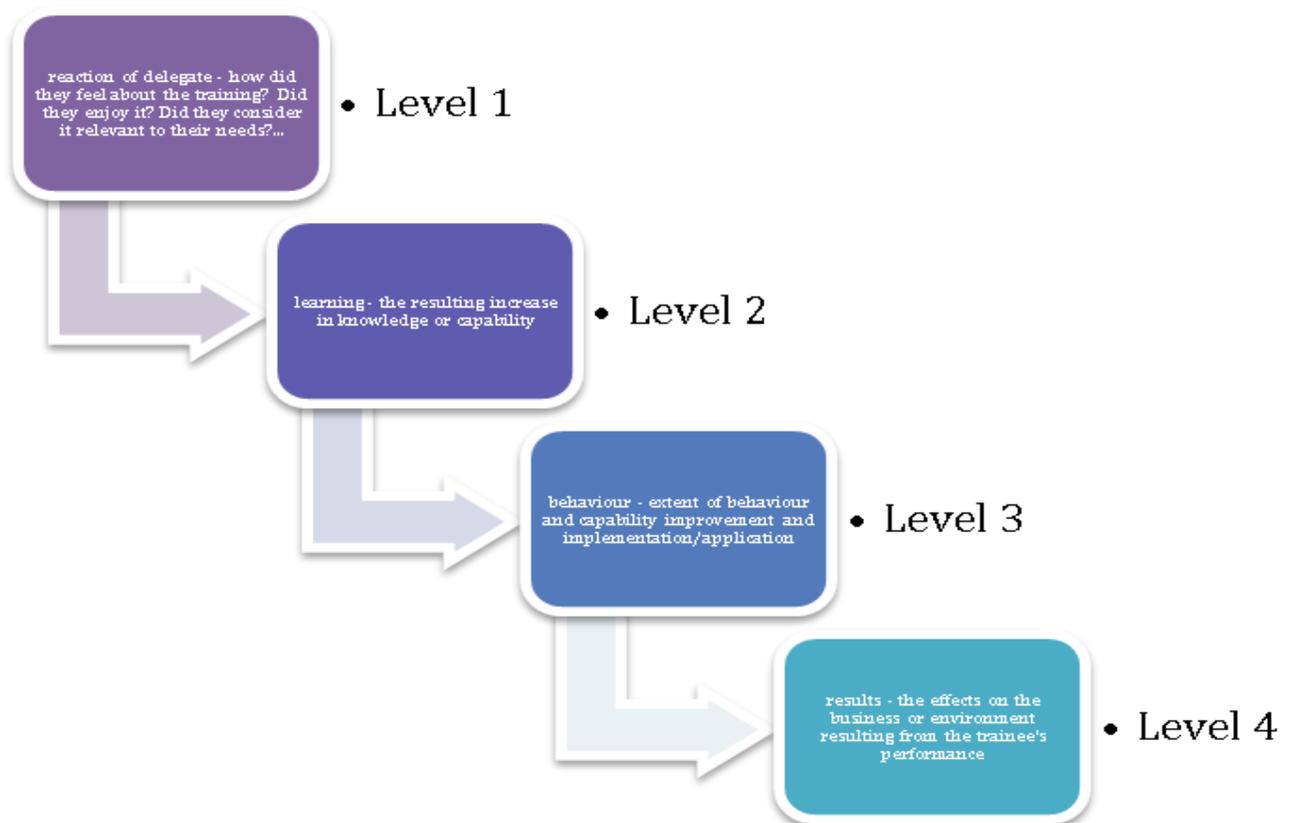
Training provided in the different departments of Hotels

- ❖ Accounts and Stores Department
- ❖ Human Resource Department
- ❖ Engineering Department
- ❖ Food and Beverages Production Department
- ❖ Food and beverages Services Department
- ❖ Front line Office Department
- ❖ Housekeeping Department

Evaluation of Training Effectiveness

To measure the effectiveness of Training there are number of models but the commonly used Kirkpatrick Four Levels Training Effectiveness Evaluation method is given below;

The American Professor, Donald Kirkpatrick developed this model It has been published in the book, “Evaluating Training Programs”. The model features Four Levels.



Review of Literature

Training has direct relationship with the employee's performance. Basically training is a formal & systematic modification of behavior through learning which occurs as result if education, instruction, development, & planned experience (Michael Armstrong, 2000). Because of the practical implications of training, it is important to have training that is effective. Studies have proven that more costly but effective training can save money that is wasted on cheap but inefficient training (Ginsberg, 1997). Therefore, training has acquired a strategic value for hotels (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001), since service quality depends on employee customer care effectiveness (Tsaur and Lin, 2004).

Michael anstasiou (2011) in their Research paper "*Assessing Training Effectiveness in Larnaca's Hotels*" presents the findings of research undertaken during 2010, in the hotel industry in Larnaca -Cyprus. The aim of the article is to assess the achievements and effectiveness of training. The investigation addresses the impact of training on improving service quality standards and employees' skills. The evaluation concerns the Content, Input, Reaction and Outcomes (CIRO Model) of training. A survey was used and questionnaires were piloted on HRMs in order to secure the validity and the reliability of the research instrument. A sample size of 352 (n= 352) employees participated in the research. Findings showed that training was effectively implemented and acknowledged by all participants, highlighting the role of front-line supervisors as training facilitators and agents of learning. On-the-job training is an important source of tacit knowledge, promoting novelty ideas and maintaining a defense mechanism to operational drawbacks, such as diversity and low performance. However, training needs' assessment and training evaluation policies do not exist in all hotels. HRMs miss an opportunity to implement the assessment process as a diagnostic tool in

evaluating the achievement of training and to decide whether or not training has met the pre-set training goals. This article presents research undertaken in the hotel industry of Cyprus aiming to assess and determine the effective implementation of training.

Vijaya Mani (2010) in their research paper, “*Evaluating Effectiveness of Executive Training*” examined empirically four levels of measuring training effectiveness by using a sample of trainees who attended a management development program in 2010, targeting future managers. This study reveals that the training program can be further equipped with technology which is practiced during job functions. The interest among the employees can be sustained and increased by adopting new methods in teaching the course content. The positive attitude of the employees towards the training program could be increased by concentrating on the four major factors identified through factor analysis.

Kimberley J. Harris (1995) in their research paper, “*Training technology in the hospitality industry: a matter of effectiveness and efficiency*”, describes a study which aims to reveal the current methods and tools of training in US hospitality firms and to discover the opinions of those using them as to whether the methods and tools are effective and efficient. Hospitality training executives were surveyed and asked to identify the methods and tools used in their organization, to rate each method and tool, and to give suggestions for improvement if they believed it was needed. Answers were compared according to position of the respondent, size of company based on number of employees, annual sales, and level of company.

Xinyuan Zhao (PhD), Junchuan Zhan (PhD) & Karthik Namasivayam (PhD) (2008), in their research paper “*Factors Affecting Training Success in China*” this

paper models and investigates the effects of various organizational and individual level factors on training effectiveness in the context of the Chinese hospitality industry. Factor analytic and multiple regression analyses were employed to analyze the relationships between various factors, their sub-dimensions, and training effectiveness. Two main factors, termed internal factors and external factors were identified. Internal factors refer to issues pertaining to the design and implementation of the training program and external factors refer to issues pertaining to the training climate of the organization. The results indicate that external factors have a greater impact on training effectiveness. The managerial and theoretical implications of the research are discussed.

Vidhya Gawali, (2009), in their article titled *“Effectiveness of Employee Cross-Training as a Motivational Technique”*, reveals that Organizations can give this chance to their employees through cross training. Employee cross training is an effective motivational techniques, because it prevents stagnation, offers learning and opportunities for professional development, improves understanding of different departments and the organization as a whole, leads to better coordination and teamwork, and finally removes differences, enmity and unhealthy competition. Therefore along with other motivational techniques the organization needs to provide cross training to the employees.

Mohamed E Ibrahim,(2004) *“Measuring Training Effectiveness”*, in their article focused on the trainees reaction towards the training program and skills and knowledge gained from the program. Through training sessions the trainer motivated trainees to work hard to gain the desired skills and knowledge.

Justification and Relevance

A lot of research has already been done on Training Effectiveness in Hotel Industry with Special Reference to Luxury Hotels in Rajasthan but not any of study is related to Hotel Industry of Rajasthan so, I prompted my research on this backdrop on the topic: “*Training Effectiveness in Hotel Industry with Special Reference to Luxury Hotels in Rajasthan*”.The research will be immensely relevant not only from the point of view of academic knowledge but also from the view of corporate implementation. Competence in people and the Employees Qualities which lead to the better performance will be analyzed. This research would be undertaken to measure the Training Effectiveness in Hotel Industry.

Objectives

The Objectives of research are illustrated below:

- ❖ To study the Training Effectiveness on Employees Overall Performance in Hotel Industry of Rajasthan.
- ❖ To analyze the types of training that is provided to the employees of the Hotel Industry of Rajasthan.
- ❖ To examine the training programmes that has been held in the light of viability, effectiveness and grey areas.
- ❖ To analyze the employee perception on training Program.
- ❖ To analyze performance in terms of employee productivity, determining training needs and suggesting strategies for improving training activities.
- ❖ To infer that training leads to better pay and promotions to the employees.

Hypothesis

- ❖ There is a significant impact of Training Effectiveness on Employees Overall Performance.
- ❖ Training is positively associated with the performance in terms of employee productivity, determining training needs and suggesting strategies and employee satisfaction level for improving Training activities.
- ❖ Better pay and promotions are provided to trained employees in Hotel Industry.
- ❖ Employee perception on providing different types of training that is provided to the employees of the Hotel Industry of Rajasthan.

Research Methodology

Meaning of Research Methodology – A system of models, procedures and techniques used to find the results of research problem is called a research methodology

In short research methodology consists of these steps:

Defining the research objective	Developing the research plan	Collecting the information	Analyzing the information	Presenting the finding
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Types of Research Methods –

Descriptive v/s Analytical research – Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. In analytical research, on the other hand, the researcher has to use facts or information already available, and analyze these to make a critical evaluation of the material.

Applied v/s Fundamental research – Applied research aims at finding a solution for an immediate problem facing a society or an industrial/business organization, whereas fundamental research is mainly concerned with generalizations and with the formulation of theory.

Quantitative v/s Qualitative research – Quantitative research is based on measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. Qualitative research, on the other hand, is

concerned with qualitative phenomenon, i.e., phenomena relating to or involving quality or kind

Conceptual v/s Empirical research – Conceptual research is that related to some abstract idea(s) or theory, it is generally used by philosophers and thinkers to develop new concepts or to reinterpret existing ones. On the other hand, empirical research relies on experience or observation alone, often without due regard for system and theory. It is data-based research, coming up with conclusions which are capable of being verified by observation or experiments

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Plan of work and methodology

A plan of work describing various aspects of the study in a logical sequence along with the methodologies to be employed.

Research Design

Research design is a process of making decisions before the situation arises in which the decision has to be carried out. ‘Research design’ is planning a strategy of conducting research. It plans as to: what is to be observed, how it is to be observed, when/where it is to be observed, why is to be observed, how to record observations, how to analyze/interpret observations, and how to generalize. Research design is, thus, a detailed plan of how the goals of research will be achieved.

This research plan will include the Exploratory and Descriptive Research as stated here under:-

Exploratory Research – This research will be proved the most beneficial for the researcher because the study of topic is the one about which the researcher has very little knowledge. Thus, this research will be qualitative which becomes useful in testing hypothesis.

Descriptive Research - Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

Editing – Editing involved a careful scrutiny of the completed questionnaires to assure that data are accurate, consistent with other fact gathered, uniformly entered, as completed as possible and have been well arranged to facilitate coding and tabulation. This study will process further with the help of structured questionnaire for both management and employee for all the selected Hotels, so scrutiny according to Hotel wise then employer and then employee wise will be done.

Coding – It refers to the process of assigning numerals or other symbols to answers so that responses can be put into a number of categories or classes. Coding will help in this research as the several replies may be reduced to a small numbers of classes which contain the critical information required for analysis.

Tabulation – Tabulation is the process of summarizing raw data and displaying the same in compact frame for further analysis. Though the questionnaire contains questions which have four or five alternatives, the tabulation will help researcher in orderly arrangement of data in columns and rows.

Statistics in Research – The role of statistics in research is to function as a tool in designing research, analyzing its data and drawing conclusions there from. In the

present research, the important statistical measures will be used to summarize the research accordingly.

Sample Design

A sample design is a definite plan for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn, sampling design is determined before any data collected. This research plan the researcher is paying attention on the following:-

Respondents of this proposed Research study will be the existing hotel employee's of the different hotels of Rajasthan.

Universe: It means to develop sample design which defines set of objectives.

This Proposed Research consists of **all the hotels of Rajasthan.**

Sample size: It refers to the number of items to be selected from the universe to constitute a sample.

This Proposed Research Study consists of **some selected hotels of Rajasthan.**

Method of sampling: The **Random and Convenience sampling** technique to be used in selecting the items for the sample.

Collection of data

Secondary data: Secondary data means the data that are already available i.e. , they refer to the data which have already been collected and analysed by someone else.

The data for this research will be collected using secondary sources which include: Internet, Hotel magazines, Journals, Past Research Studies, Reports and Publications.

Primary data: Primary data is collected during the course of doing research.

This research study is mainly supported by primary data source i.e. Questionnaire, will be used to collect data from existing employees and management of selected Hotels in Rajasthan.

Place of Work and Facilities Available

The present research is targeted at studying the Training Effectiveness in Hotel Industry with Special Reference to Luxury Hotels in Rajasthan which results in Trainee satisfaction, Acquisition of knowledge, skills, attitudes, behavior, Improvement of behavior on the job Business results achieved by trainees.

The study will be specifically based on Primary Data which is collected from Questionnaires; Survey will be going to conduct in the HR Department of the selected repudiated Hotels of Rajasthan which are used to determine effectiveness of Trainee's in the Hotel Industry.

Limitations

1. Due to the difference in the training standards and policy of various industries the study cannot be assumed to hold true for all industries.
2. This research is limited to the Rajasthan state.
3. The study will be based on data collected from questionnaires and surveys; a lot becomes dependent on the willingness and honesty with which the employees of the respective organizations participate.
4. Limitation inherent to any survey or interview is the biasness of the participant that may create an error or misrepresentation of the results.

Chapterisation

Chapter 1. Hotel industry – An Overview

- 3.1 Features of Hotel Industry.
- 3.2 Classification of Departments of Luxury Hotel Industry.
- 3.3 Current Scenario of Hotel Industry in India.
- 3.4 Players in India.
- 3.5 Prospects of luxury Hotel Industry in India.
- 3.6 Segmentation of Hotel Industry.

Chapter 2. Conceptual Framework of Training effectiveness.

- 2.1 Impact of Training effectiveness.
- 2.2 Training Effectiveness in Luxury Hotel industry.

Chapter 3. Research Methodology

- 3.1 Research Objective
 - Objectives of study
 - Rationale of study
 - Scope of study
 - Hypothesis
- 3.2 Research Design
 - Sample design
 - Sample Size
 - Method of Sampling
- 3.3 Data collection methods
 - Primary Data Collection

- Source
- Instruments & tools used
- Secondary Data Collection
 - Review of related documents available on Internet
 - Library literature review
 - Related journals and periodicals review
 - Reports of Hotel industries
- Literature Review
- Statistical tools used for data analysis

Chapter 4. Data Analysis and Interpretation.

Chapter 5. Findings and Conclusion

5.1 Findings

5.2 Conclusion

5.3 Recommendations and Suggestions

5.4 Limitations

Chapter 6. Application of the research and scope of the future study.

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- Books
- Journals
- Websites

Appendix- 1

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