

Role of Staff Training and Personality Development Programs in Hotels and Restaurants

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Abstract: Research on training needs is important, especially in the hospitality industry, which is known for its traditional approach in terms of human resource management. The following report aims to develop an understanding of the current situation concerning hospitality graduates' as well as hospitality managers' skills and competencies and career development. Primary research was undertaken via a series of four consolidated focus groups in Sydney, Brisbane and the Gold Coast, with hospitality industry professionals. A comparative analysis was then completed to compare the findings in order to identify issues or gaps.

The focus of the study is to find out whether the training programs which are been used by the HR departments of the hotels and restaurants are actually helping employees to develop and performance of their task.

INTRODUCTION

Training and development are essential in providing employees with the right skills for their present and future jobs. The world today is constantly evolving, with customers demanding more, which in turn adds pressure to companies and their employees. Therefore, in times of recessions, decreasing the budgets of training programs is a way for companies in all industries to manage and minimize their financial losses. The purpose of this paper is to identify the different techniques that the hotel industry could use to maintain the training and development of their employees during an economic recession.

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" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term "training" to refer to both training and development efforts.

In any kind of business, human resources are the most powerful sources. How to attract outstanding personnel, how to make full use of employees' abilities and potentials in order to help achieve the organizational objectives are the questions that every leader should take into consideration. Staff training is a very essential part of Human Resource Management (HRM), it is a path for the management to know about their employees, it is a way to help employees to make best use of their own abilities, and it is a method to assist employees to become more professional at what they do. With the help of HRM, business success is partly guaranteed.

The purpose of this thesis is to help every employee in the hotel industry to find out the importance of staff training. The theoretical part introduces HRM, Strategic Human Resource Management (SHRM) and staff training. Topics about staff training, the importance of it, and the benefits it bring are discussed in the theory part. The empirical part consists of a research of both quantitative and qualitative methods in Renaissance Shanghai Yuyuan Hotel, 53 respondents have been participated in this research. The research results show that the employees have not fully realized the importance of staff training, the hotel could be in a dangerous situation if employees do not take trainings seriously.

To enhance the significance and importance of training practices, hotels should practise a better match between their training needs and training implementation. Many researchers have pointed out that hotel organizations that use innovative training practices are likely to report better financial performance than their competitors that do not practice training practices. Thus, the role of training has broadened beyond program design. Presently, human resource experts and trainers are increasingly being asked to create systems to motivate employees to learn, create knowledge and share that knowledge with other employees in the hotel company. Training practices have a profound impact not only in the efficiency of employees but also direct impact on the organisational productivities and long term profitability especially in hotel industry.

LITRATURE REVIEW

Social support and access to training can also play a significant role into the level of commitment that is established. Employees are likely to place greater value on training programs that are highly respected by colleagues, supervisors, and managers. Organizations that is able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes (Bartlett, 2001).

Mubashar Farooq (MS Scholar, Iqra University Islamabad) said that Training actually the ability of working in any sort of employee even non professional and it build up the abilities to get to the professional level. Taking training and feedback together or separately they both are very important and have a very important role to achieve the organizational goals and targets. In one of this study of (Mohsin Nadeem 2007) he said point to the fact that equally important with the actual quality and “frequency” of the training programs offered to employees, is the perceived effectiveness of the training programs. Training perceived by the employees to be effective, will likely have a positive impact on job satisfaction, commitment and motivation.

In (2008 Apospori) deduced that there is a considerable impact of training on organizational performance. Training and development increase the employee performance like the researcher said in his research that training & development is an important activity to increase the performance of health sector organization (Iftikhar Ahmad and Siraj-ud-din, 2009).

The hard approach assumed the employees in the organizations as mere resources to achieve the objectives of the organization, where as the soft approach viewed the employees more as valued assets capable of development (Tyson and Fell 1986). Despite focusing on efficiency and cost control the spending on training should increase Training Development & Performance because organization get more efficiency , effectiveness out of the training and development (workforce special report, 2006). Training practices used by organizations may have an effect, direct or indirect on both employees Motivation and organizational commitment (Meyer and Allen, 1990). By the provision of appropriate training to all the workers the firms can get high productivity level. (Human capital theory by Becker, 1975). The actual performance of the firms employees are linked with the commitment of the organization and that can be improved by giving them training (Bartlettand Kang, 2004).

To improve the performance of the employee the level of organizational commitment and to measure the level of commitment towards organization scales were made by “Meyer and Allen” (1997). They also said the employee performance can be more affective if he is trained in good (Meyer and Allen, 1990, p.1). In one of the study the writer found that commitment of employees can increase by letting them participate in developing the programs Mathieu and Zajac (1990).

Van Wart et el (1983) suggest that, training is an application driven process and aim at identifying and developing skills that are useful immediately in the particular situation. Training is our key issue. We survey our staff to find out areas of need and interest for training purposes. It is also enables the underlying goals to be achieved by equipping its personnel with the· competencies, knowledge, skills and attitudes necessary to achieve whatever realistic aspirations they have in their work by enabling them, through increased competence and confidence to earn more and if desired promotion (Boella, 1996).Our agency is creating a unified training plan to include developing career paths for our employees. We also developing a work force analysis plan to set strategies for retention, recruitment and succession (Mcclelland, 2001).

Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience A planned process to modify attitude knowledge or skill behaviour through learning experience to achieve performance in an activity or range of activities its purpose on the work situation is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization (Armstrong 1999). While Armstrong’s definition is concise, the definition given by the manpower services commission gives a better insight to training by not only explaining what training is but also giving the reason for training practices to be implemented. Sometime there is confusion between the terms education and training because there is a degree of interrelationship. This relationship can be best understood by considering education as dealing with the imparting of knowledge where as training is directed towards changing-of behaviour and attitude. Training is really essential for the efficient functioning of organisations; due to the fact that through this process the workforce becomes more skilful and more productive which in turn in beneficial for every organisations.

Akinyele (2007) opined that training has a high positive impact on employee and reduces the nature of hazards on the job in the accomplishment of corporate objectives. Thus, effective training leads to acquisition of skills and knowledge required for employee to perform effectively on the job. Further, the importance of training practices has also been emphasized by both academics and practitioners (Chand and Ambardar, 2010; Heraty and Morlay, 1997; Beaver and Hutchings 2005; Garci’a 2005).

HUMAN RESOURCE MANAGEMENT

A basic and simple meaning can be seen from the name itself; human resources is about people, management suggests it is within the business and organizations. Human Resource Management is a complex concept; it ranges from business to business, and it differs in academic literature and practical perspective. As Gary Dessler described “HRM is the policies and practices involved in carry out the people or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.” These practices and policies include conducting job analysis, selecting suitable and required candidates, orienting new employees, plans and implementation of training and developing, managing salaries, providing employees’ benefits and awards etc.

On the other hand, Steering Committee for HRM Standards & Qualifications in South Africa provided another definition for HRM in different scope and intention in 1999, all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization; all the dimensions related to people in their employment relationships, and all the dynamics that flow from it; all aimed at adding value to the delivery of goods and services, as well as to the quality of work life for employees, and hence helping to ensure continuous organizational success in transformative environments.” From the definitions it is not difficult to see that HRM is a mixture of many aspects, for instance, people, business success and plenty practices. And HRM should be proactive to manage people, pragmatic to achieve practical solutions to real work problems, and also eclectic that from many theoretical and managerial traditions.

Managing human resources is very important in a firm, a good HRM team is organized and everyone in the team has his separate responsibilities, job analysis, recruiting, training and evaluating.

JOB ANALYSIS

“Job analysis is the procedure through which you determine the duties of these jobs and the characteristics of the people who should be hired for them.” Job analysis is the basis of all the other departmental activities. In the job analysis, HRM considers what jobs are needed, and writes the job description; clarify each job’s tasks, responsibilities and duties. As well as job specification, the person takes care of writing job specification should be clear about what kind of knowledge, skills and abilities are required in the work.

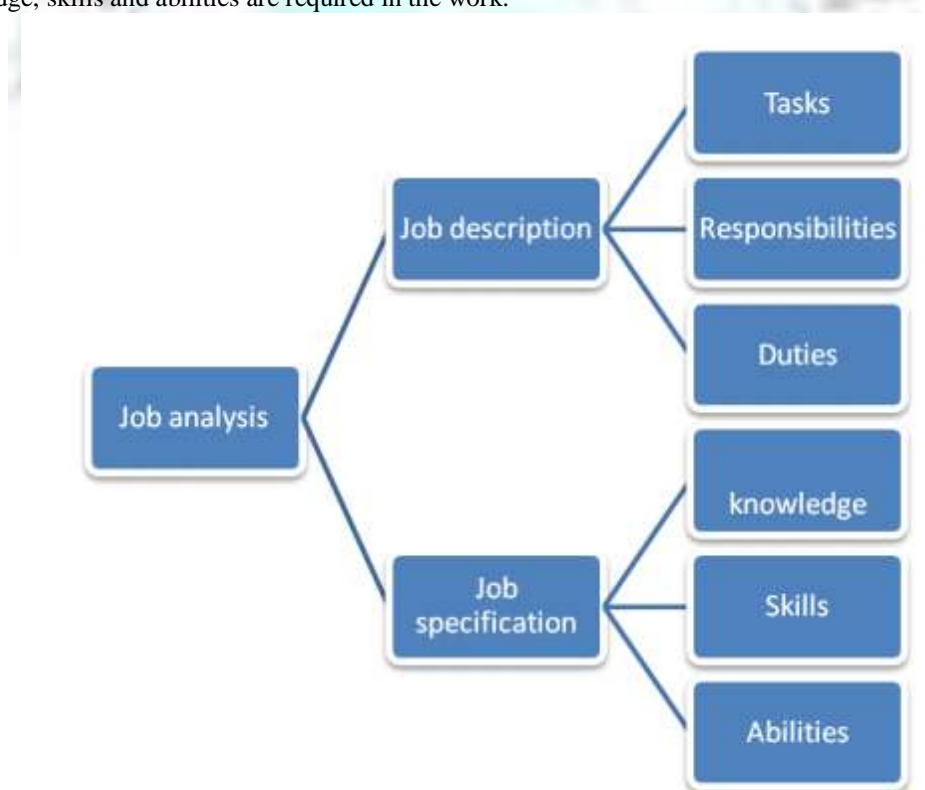


Figure 1: Job analysis

After successfully and carefully chosen new employees, these employees need to be trained to be on the job, orientation will be organized in the beginning of their work, and other kinds of trainings will catch up.

People are different from each other in many ways, they offer dissimilar skills, abilities and knowledge which will or will not fit the needs of the organization, and some of them dedicate themselves to their work, whereas some just see the work as stable income, they are under-utilized, which lead to an unbalanced situation on their performances. The main aim of Human Resource Management is to close the gap between actual performance and the ideal requirements of a business to achieve greater organizational effectiveness and success.

According to Armstrong (1992), HRM is aiming to achieve organizational objectives through utilizing, training and developing its employees. It is targeted to motivate employees, make the best use of employee's abilities and potentials in order to increase productivity and economic returns. HRM is helping the organization to create conditions for employees to innovate, team work and develop abilities as well as to establish an environment for employees to express their creativity and energy. With the assistance of HRM, individuals will relate themselves with the success of the company by performing better; HRM has the objectives to integrate human resource policies with business plans and strategies.

EMPLOYEES TRAINING IN RESTAURANTS & HOTEL INDUSTRY

“Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management. Training, in the most simplistic definition, is an activity that changes people's behavior.”

As discussed earlier Staff Training is an indispensable part of Human Resource Management activities, more and more companies have realized how important it is to maintain training in the changing and complex work environment.

In modern hotel business, it is all about competence in people, and especially the employee's qualities. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotels 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.

IMPORTANCE OF EMPLOYEES TRAINING

Employee's training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business. With the development of the technologies and the whole business environment, employees are requested to be more skilled and qualified, even if you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs organized staff training if wants to be competitive among others. Staff training is the key task to help everyone in the company to be more united.

An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements.

Training could be enormously demanding and should be in-depth; lack of training or poor training brings out high employee turnover and the delivery of substandard products and services.

CONCLUSION

Training is found to be one of the most significant human resource practices in any industry. The implementation of these practices in proper manner decides the overall performance of any organisation. The study contributed to the contemporary knowledge in training practices in restaurants & hotel industry. It has provided supplementary insights into areas relating to factors influencing the adoption of best training practices. The results indicate significant differences in the usage and importance of training practices among the restaurants & hotels. Moreover in some cases this is leading to the development of a more integrated strategic approach to the usage and importance of training. However, this research is only symptomatic, much remains to be examined. The research has suggested that training may play a more prominent role in the bundling of human resource development practices than hitherto realised.

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