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Impact of Training on Employee's Development and Performance in Hotel Industry of Pune

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Abstract:

Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Improvement and changes of an employee is essential in the companies where change is constant in all its functions under four phases such as training need analysis, pre-training preparations, the trainer and trainee involvement during the training and the post training program to import the overall training and development objectives . The main purpose of the training is to develop the employee's skill which eventually makes the organization more profitable. The focus of the study is to find out whether the training programs which are been used by the HR departments of the hotels of Pune are actually helping employees to develop and performance of their task.

Keywords: Training, learning and development, organizational effectiveness, training need analysis, performance

1. Introduction

Present Scenario of business world is characterized by a growing competitiveness, market globalization and technological advances in organization. The survival of an organization implies the prosecution of sustainable competitive advantages. The knowledge and skills of an organization's employees have become increasingly important to its performance, competitiveness and advancement. Theories placing the origin of these advantages outside the company are now losing validity in favour of those centered on internal elements, especially the theory of resources and capacities. Hotel sector which is actually the services business needs a lot of training for all the staff of the hotel. In my opinion the important of the training in this services sector is very important because most of the staff is actually are directly in contact with the customer and they are giving them the services. So the employees of the hotel have to be trained and they need a continuous training by which they can keep the customer satisfied. Another important thing in services business your services should be good otherwise you can't make the customer happy and to maintain the services up to the mark we need to train the employees.

By the help of this study we will get to know that training programs of the hotels of Pune are actually helping the employees to develop and perform their task.

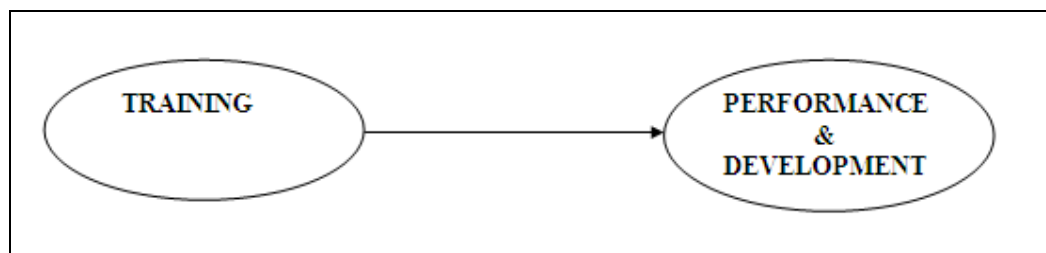


Figure 1: Theoretical Framework

New employees are informally trained through trial and error, self-assessment and introspection, and by asking questions. Experienced employees learn from the job experiences. Yet this type of informal, unscheduled training can lead to waste of time and problems in workflow. Studies show that employees who develop through unstructured training are less productive during a developmental period than those who have formal training.

Organizations maintain a blurred position regarding investment in training. They generally accept training as an important means to improve employee productivity which ultimately leads to organizational productivity and effectiveness, a present demand for all organizations. But, in practice, they usually face this challenge with cost control including training practice expenditure. This situation can be explained by the fact that organizations do not understand how investments in training can provide value. Either training evaluation is carried out in a very casual way, or it does not exist at all in many organizations and the lack of this information makes it impossible either to prove value of training or to find reasons for its existence (Davidove and Schroeder,

1992; Pineda, 1995). When training is not evaluated, the investment and its effects cannot be tested and resources can be wasted in inadequate activities (Foot and Hook, 1996; Go´mez-Meji´a et al.,1996). Sometimes, training evaluation is avoided because it is considered an expensive and time-consuming process(Buckley and Caple, 1991; Go´mez-Meji´a et al., 1996).

For training to be effective, various methods must be used because adults learn in different ways. Some individuals need written documents while others need to hear the information spoken aloud.. However, all training should have one thing in common: it should incorporate application. To read or hear about something isn't enough; successful training requires theory, demonstration, as well as application.

2. Literature Review

Social support and access to training can also play a significant role in 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 are able to create an environment where training is supported and valued by employees will be able to achieve greater commitment outcomes (Bartlett, 2001). 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. 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 the employees. (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 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).

Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Russell, Terberg, and Powers 1985; Bartel 1994; Cianni and Wnuck 1997; Ettington 1997; Barak, Maymon, and Harel 1999). Effective training programs are systematic and continuous. In other words, training must be viewed as a long term process, not just an infrequent and/or haphazard event (Tannenbaum & Yukl, 1992; Wexley & Latham, 1991). Assessments of employee and organizational needs as well as business strategies should be conducted and then used in selecting training methods and participants (Goldstein, 1991). Training programs that are consistent with employee and organizational goals and needs and fit with the business strategy will meet with greater success than those that are not (Wexley & Latham, 1991). Preferably, employees will be trained based on the results of assessments of their work.

The success of training depends on the correct implementation of all steps of the process: previous analysis of training needs, development and implementation of an adequate training plan and evaluation (Pineda, 1995; Go´mez-Meji´a et al., 1996; Sole´ and Mirabet, 1997). In conclusion, training, together with other activities positively affects results and is associated with a productivity increase and a staff turnover decrease (Arthur, 1994; Huselid, 1995; Ichniowski et al., 1997).

3. Research Methodology

The data was collected from two different sources primary and secondary. Primary data was collected by distributing the questionnaire for training. The questionnaire is a standardized one which has been used earlier in Indian context. It was responded by the person heading as a Manager. Secondary data was collected from reports and various magazines.

4. Data Analysis

The training program helps to improve employees’ abilities and quality in a continuous way, bring them professional knowledge and prepare them for future challenges. The methods show the strong relationship between training and employee performance. It was clear that in hotel industry managers and employees both were interested in organizing training and being trained.

The questions on the questionnaire can be divided into two parts, the first part is about the respondent’s basic information, their gender, age, previous hospitality education, previous hotel working experience etc. and the second part is about the training they had in the hotel, how they felt about the training, and what opinions they have about the training system, how do they realize the importance of the organized training. Because questionnaires were handed and returned through e-mail, it took more time than expected to get all answers. Feedback indicates that employees were satisfied by training. 60% hotel employee feels that the training program actually helps them to develop more and they can work more efficiently and it motivates them. From the selected Hotel industry 15% respondents said that training programs improve the actual performance and the basic requirement of the training program is actually been noticed by the performance appraisal. Training actually is a very helpful and survey shows 15% employees agreed for this statements. Furthermore, employee thinks that there promotion is just because of the training. Many employees think that there path is clearer after getting trained.

5. Conclusion

Research clearly shows that training has direct influence on the employee's performance and it tends to increase the overall actual performance of employee. Training improves working efficiency of employees as advance level performance due to the training of the programs.

Research findings are very clear that indicates that the actual performance of an employee is being affected by the training sessions. So the correlation between the variables Training & Employee Performance is positive.

Employee perception towards the organization work and the performance is clearly affected to a level by HR training practices in which one of the most significant factor is training which affects the actual employee performance in positive way. Training of the HR is an investment by the organization to get improvement in the service quality and by which the organization can get competitive advantage in the market. Some thinks that training is expensive by any means but personally I think that as a long term investment by which we can get increase in the efficiency of business. With the help of training the employees of the organization can improve their skills and the gap of missing skills which are new to them.

The performance of the employees has a strong link with the HR training and there for it is important study for the business world to learn about the relationship between the training and the employee performance.

The research is been done in the hotel sector of the Pune region where it is been clearly shows that training is a very important part of the industry and without training employee cannot achieve the task in a good and efficient manner which at the end of the day benefits for the organization.

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