

**AN ANALYTICAL STUDY OF EFFECTIVENESS OF TRAINING & DEVELOPMENT ON  
EMPLOYEES OF HOTEL INDUSTRY**

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**Abstract**

*The hospitality sector has a very diverse environment. The expansion of the tourism industry's diverse segments has been facilitated by the rise of the hospitality industry as a whole and the increased movement of tourist traffic. Hotels of various sizes are expanding significantly in all market sectors. Because hotel jobs are mostly in the service sector, the hospitality industry should view human resources as one of its primary responsibilities. Training imparts expertise on how to enhance customer satisfaction, save daily operational expenses and increase service quality. The objective of the research paper is to analyze the effectiveness of training & development on employees of hotel industry. The sample size is 100 which considered employees of selected hotels of Delhi & NCR area. The Kolmogorov-Smirnov test (KSD Test) is utilized in the current study to evaluate the hypothesis.*

**Keywords:**

*Hospitality Sector, Hotels, Training and Development, Service Quality, KSD Test.*

**Introduction**

In addition to being a rapidly expanding industry on a worldwide scale, the hotel and tourist sector also contributes significantly to the global economy by creating necessary foreign exchange reserves and creating job opportunities. With a skilled team, a company performs better and more effectively. For organizational success, businesses therefore concentrate and invest in effective training and development programme. **(Mayfield, 2011)**.

In the current hotel industry, competence in people, and particularly the traits of the staff, is everything. The qualities are related to the knowledge, skills, and concepts that help a hotel remain open and expand. Staff training is essential in many ways as a result. Because employees are given access to specialized knowledge, useful skills, and sound ideas, productivity is increased. By providing employees with the skills they need to accomplish their jobs properly and by emphasizing the importance of their occupations, staff training also inspires and encourages workers. **(Wang, 2008)**.

Today, technology plays a huge role in the hospitality sector. Within a short period of time, technology becomes outmoded. In this location, new technology is introduced. To be relevant in their fields, technology-related workers in the hospitality industry must stay current. Organizations today are greatly worried for becoming obsolete. Obsolescence is a concern for all businesses. Customers are pampered when new hotels open and quickly forget the previous ones because of this. Hotels must therefore adapt their offerings in order to stay relevant. The management of hotel operations has also advanced significantly as a result of technology. The future looks bright as new approaches are being developed to add distinctive features to visitor experiences.

**Objective Of Research Paper**

➤ To analyze the effectiveness of training & development on employees of hotel industry.

**Hypothesis**

**Alternate Hypothesis (H<sub>1</sub>):** There is positive impact of training & development on the employees of hotel industry.

**Null Hypothesis (H<sub>0</sub>):** There is no impact of training & development on the employees of hotel industry.

**Significance Of The Study**

Training improves job-related abilities and makes it easier to acquire new skills needed to prevent skills obsolescence in an organization, which is part of the need for internal staffing. Programs for employee training boost satisfaction. The growth and success of a hotel are correlated with training and development. Without training, a staff member won't be able to assist a client in the proper manner, the customer won't be satisfied with the hotel's service, and eventually the employee will grow impatient with the management, which will lower the quality of service. Training and development are important factors that promote innovation and innovative behavior in the workplace. Therefore, the research study is entitled “**AN ANALYTICAL STUDY OF EFFECTIVENESS OF TRAINING & DEVELOPMENT ON EMPLOYEES OF HOTEL INDUSTRY**” to assess the effectiveness of training and development on employees of hotel industry.

### **Review Of Literature**

Effective training programme, **according to Tai (2006)**, aid in creating a workforce that is supportive and favorable to learning while also assisting them in handling impending obstacles successfully and on schedule.

**Effective training programme, according to Tai (2006)**, aid in creating a workforce that is supportive and favorable to learning while also enabling workers to deal with impending issues quickly and effectively.

**The study by Sandra Watson (2008)** looked at the breadth of published research in the area of hospitality management and also analyzed how it related to talent management.

Employee commitment is a result of certain human resource policies, such as career growth and training opportunities, **according to Mthokozisi and Clifford (2015)**.

**In their study, Becker Frederick & Tews Michael (2016)** looked at how recreational activities affected entry-level workers in the hospitality sector. In particular, the research had looked at how diverse enjoyable activities affected constituent attachment, employee turnover, and employee engagement. The study's findings showed that while employee turnover was unrelated to enjoyable activities overall, both engagement and constituent attachment were significantly influenced by them. However, a more thorough examination of the findings had shown that there were particular behaviours that had a direct bearing on staff retention.

In addition to having high turnover rates, the Indian tourist and hospitality sectors may soon face a manpower shortage, according to a study by **Ginley, Hanks, and Line (2017)**. For those in the hotel business, having a greater grasp of how people perceive employment opportunities has become a crucial issue. The opinions of those prospective employees who lacked prior industry experience were a particular source of worry. The study took into account how potential employees who have no prior or present hotel employment experience perceive working in the industry. It is hypothesized that elements like income, chances for advancement, work-life balance issues, and isolation at the job have a big impact on how prospective employees feel about working in hotels. These attitudes are therefore thought to influence both the intention to apply for hotel job and the intention to encourage others to do the same.

It is sad to note that many hospitality facilities do not place as much emphasis on staff training as they do on the hardware of their facilities. **Atugi, D.K., and Njeru, J.N. (2018)** found that customers and employees in the hospitality industry place a high value on professional staff who are knowledgeable in their field. According to the research, the government should establish minimum annual training requirements for every employee working in hospitality facilities. These requirements should be considered when determining whether to renew an operating licence. This can be done by taking quick courses in a school, attending lectures and practical sessions on the job, and participating in programmes that promote multitasking, multiskilling, and cross-exposure.

**Joshi, M.P. (2020)** stressed in the study that hotels spend a lot of money on training and development strategies today. However, they should examine the need for performing staff training before investing such a significant sum. Future learning requirements or required training might also be identified during the review process. The evaluation process benefits from the inclusion of this needs assessment component.

**In their study, Agarwal, P.K., and Naidu, K. (2021)** came to the conclusion that trainings are important and that management should pay attention to and treats them carefully, but staff training in the hospitality sector, particularly in Uttarakhand, hasn't gained traction despite how crucial it is to customer satisfaction. The research study also advised that the goal of the training programme, the significance of the training to the employees, the knowledge they will learn, how they will use and apply that knowledge in the future, and the training outcomes should all be communicated to them in advance.

### **Problem Statement**

Today, Satisfaction Level Of Customers is very essential especially in hospitality industry. It becomes a challenge for the hotel industry to provide the best services to their customers because of competitive environment. For providing the best services to their customers, employees of the hotel industry require a set of skills. These skills will develop only when they get the proper training and continuous development through various development programmes. The current study has been undertaken to evaluate the impact of training and development on hotel sector employees in order to analyze its efficacy.

### **Research Methodology**

#### **Research Design**

In Order To Evaluate The Effects Of Training And Development On Workers In The Hotel Industry, The Researcher Used The Descriptive Survey Research Method in the current study.

#### **Sample Size**

#### **Total number of Respondents – 100 Employees of Hotel Industry**

#### **Research Area**

In present research the researcher has selected the Delhi & NCR area.

#### **Collection of Data**

**Primary Data:** Data has been gathered from 100 employees of selected hotels of Delhi & NCR area. The primary data has been collected from the respondents based on effectiveness of training & development on employees of hotel industry.

**Secondary data:** Through research papers, journals, reviews of articles, and other sources, secondary data have been gathered.

#### **Analysis Of Data**

The Data Collected Through Questionnaires From The Employees Of Selected Hotels Have Been Analyzed & Interpreted Through Pie Charts. The Hypothesis Testing Is Also Considered As Important Guidelines To Draw The Conclusions.

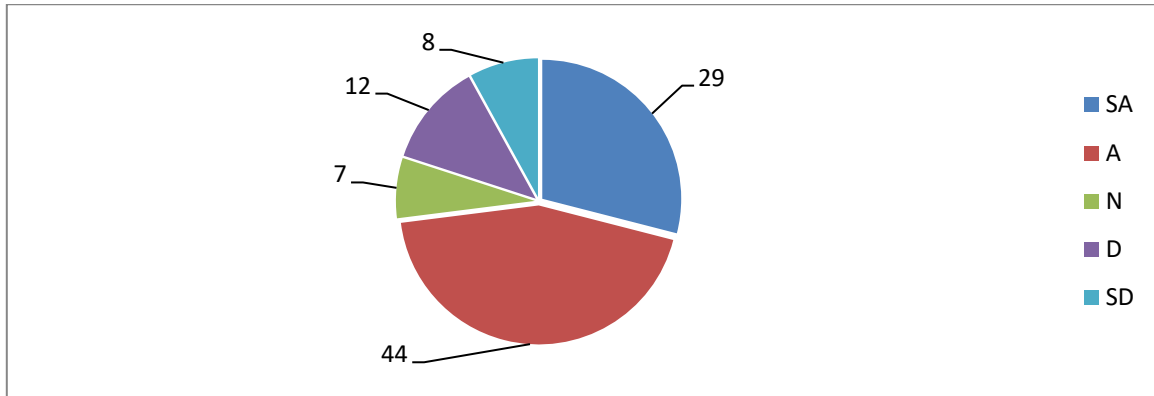
#### **Statistical Technique Used In The Study**

The Kolmogorov-Smirnov Test Is Utilized In The Current Study to evaluate the hypothesis. It is typically employed when a researcher wants to compare a group of values and the questions are presented as 5-point Likert scales.

### **ANALYSIS RELATED TO EFFECTIVENESS OF TRAINING & DEVELOPMENT ON EMPLOYEES OF HOTEL INDUSTRY**

**Table 1:** Response to the statement “Do you agree that training and development leads to develop the new skills among the employees of hotel industry”

<b>S. No.</b>	<b>Response</b>	<b>No. of Respondents</b>
1	S A	29
2	A	44
3	N	7
4	D	12
5	S D	8

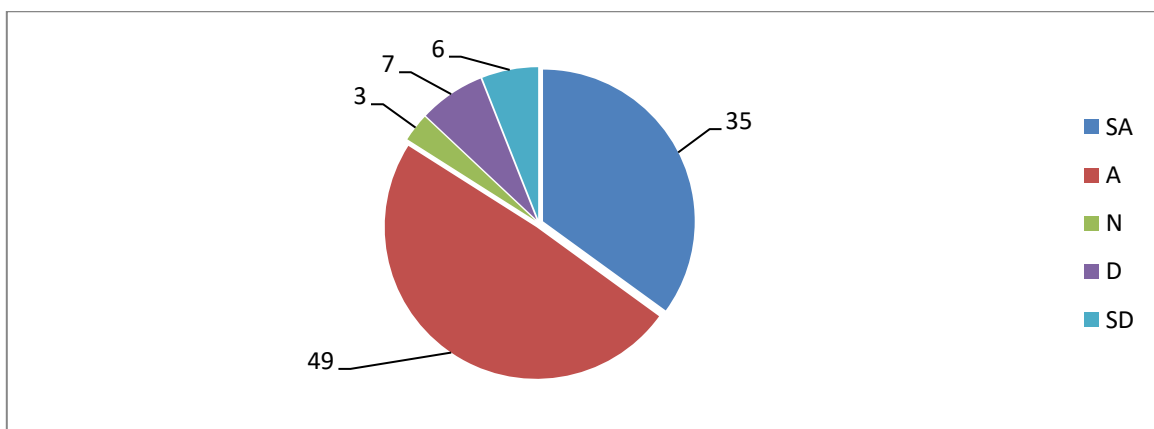


**Figure 1:** Response to the statement “Do you agree that training and development leads to develop the new skills among the employees of hotel industry”

Analysis: From this analysis, it is clear that highly majority of respondents i.e. 73 per cent agreed that training and development leads to develop the new skills among the employees of hotel industry.

**Table 2:** Response to the statement “Do you agree that training and development leads to improve the working environment among the employees of hotel industry”

S. No.	Response	No. of Respondents
1	S A	35
2	A	49
3	N	3
4	D	7
5	S D	6

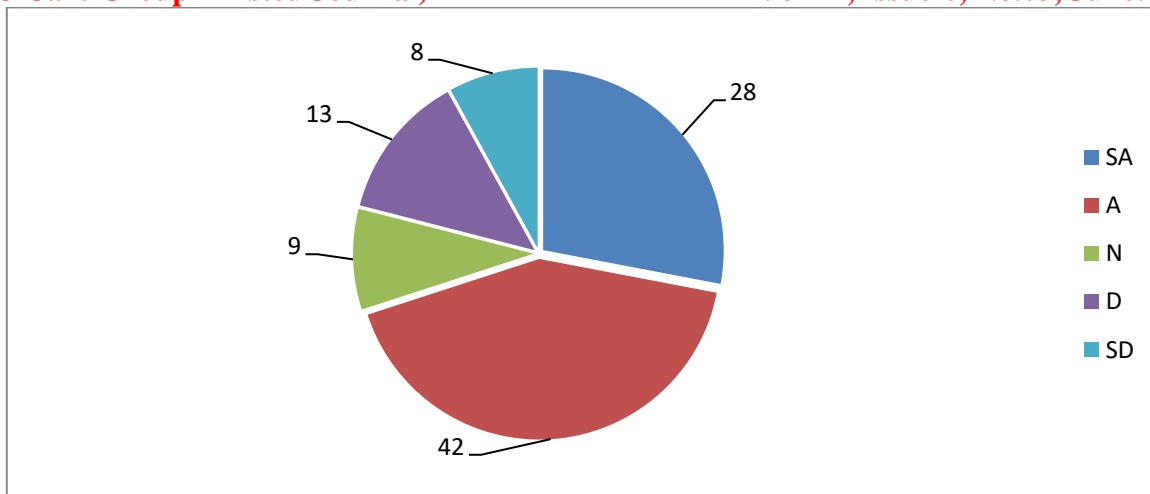


**Figure 2:** Response to the statement “Do you agree that training and development leads to improve the working environment among the employees of hotel industry”

Analysis: From this analysis, it is clear that very highly majority of respondents i.e. 84 per cent agreed that training and development leads to improve the working environment among the employees of hotel industry.

**Table 3:** Response to the statement “Do you agree that training and development leads to improve the overall performance of the employees of hotel industry”

S. No.	Response	No. of Respondents
1	S A	28
2	A	42
3	N	9
4	D	13
5	S D	8

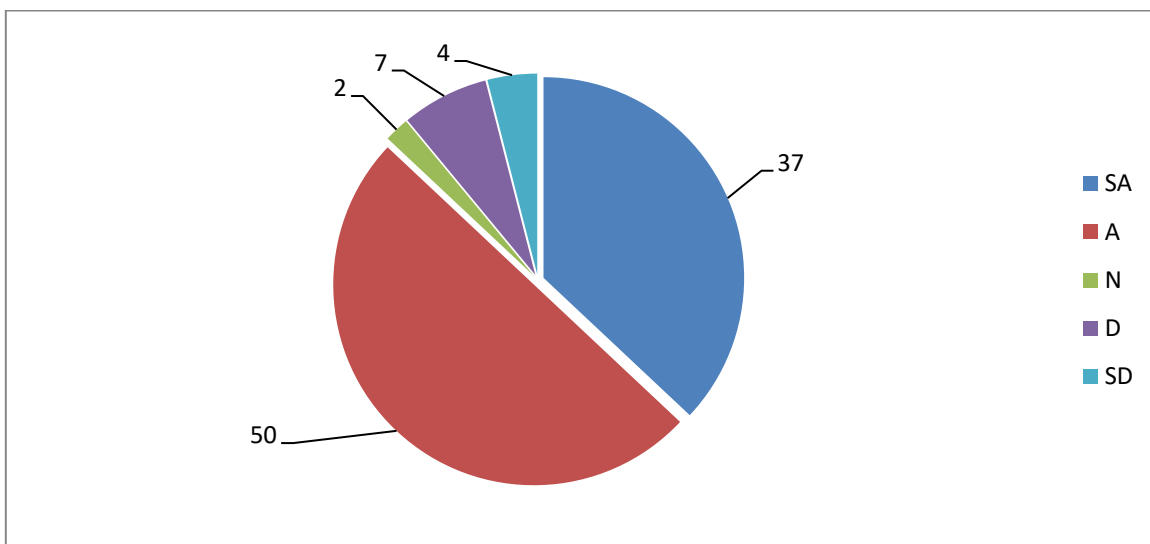


**Figure 3:** Response to the statement “Do you agree that training and development leads to improve the overall performance of the employees of hotel industry”

Analysis: From this analysis, it is clear that majority of respondents i.e. 70 per cent agreed that training and development leads to improve the working environment among the employees of hotel industry.

**Table 4:** Response to the statement “Do you agree that training and development leads to improve the customer’s services among the employees of hotel industry”

S. No.	Response	No. of Respondents
1	S A	37
2	A	50
3	N	2
4	D	7
5	S D	4



**Figure 4:** Response to the statement “Do you agree that training and development leads to improve the customer’s services among the employees of hotel industry”

Analysis: From this analysis, it is clear that very high majority of respondents i.e. 87 per cent agreed that training and development leads to improve the customer’s services among the employees of hotel industry.

**Hypothesis Testing**

**Alternate Hypothesis (H<sub>1</sub>):** There is positive impact of training & development on the employees of hotel industry.

**Null Hypothesis (H<sub>0</sub>):** There is no impact of training & development on the employees of hotel industry.

**Statement 1:** Do you agree that training and development leads to develop the new skills among the employees of hotel industry.

**Null Hypothesis (H<sub>0</sub>):** There is no impact of training and development on developing the new skills among the employees of hotel industry.

**Alternate Hypothesis (H<sub>1</sub>):** There is positive impact of training and development on developing the new skills among the employees of hotel industry.

**Calculation of Kolmogorov Smirnov D Value:**

Group	FO
SA	29
A	44
N	7
D	12
SD	8

**KSD Value = .33**

**Table Value= D= 1.36/√100= .136**

**Result:** The value .33 > .136, so H<sub>1</sub> is accepted, it is clear that there is positive impact of training and development on developing the new skills among the employees of hotel industry.

**Statement 2:** Do you agree that training and development leads to improve the working environment among the employees of hotel industry.

**Null Hypothesis (H<sub>0</sub>):** There is no impact of training and development on improving the working environment among the employees of hotel industry.

**Alternate Hypothesis (H<sub>1</sub>):** There is positive impact of training and development on improving the working environment among the employees of hotel industry.

**Calculation of Kolmogorov Smirnov D Value:**

Group	FO
SA	35
A	49
N	3
D	7
SD	6

**KSD Value = .44**

**Critical Value= .136**

**Result:** The value .44 > .136, so H<sub>1</sub> is accepted, it is clear that there is positive impact of training and development on improving the working environment among the employees of hotel industry.

**Statement 3:** Do you agree that training and development leads to improve the overall performance of the employees of hotel industry.

**Null Hypothesis (H<sub>0</sub>):** There is no impact of training and development on improving the overall performance of the employees of hotel industry.

**Alternate Hypothesis (H<sub>1</sub>):** There is positive impact of training and development on improving the overall performance of the employees of hotel industry.

**Calculation of Kolmogorov Smirnov D Value:**

Group	FO
SA	28
A	42
N	9
D	13
SD	8

**KSD Value= .30**



**Result:** The value  $.30 > .136$ , so  $H_1$  is accepted, it is clear that there is positive impact of training and development on improving the overall performance of the employees of hotel industry.

**Statement 4:** Do you agree that training and development leads to improve the customer's services among the employees of hotel industry.

**Null Hypothesis ( $H_0$ ):** There is no impact of training and development on improving the customer's services among the employees of hotel industry.

**Alternate Hypothesis ( $H_1$ ):** There is positive impact of training and development on improving the customer's services among the employees of hotel industry.

**Calculation of Kolmogorov Smirnov D Value:**

Group	FO
SA	37
A	50
N	2
D	7
SD	4

**KSD Value= .47**

**Result:**

The value  $.47 > .136$ , so  $H_1$  is accepted, it is clear that there is positive impact of training and development on improving the customer's services among the employees of hotel industry.

**Conclusion And Findings**

The Expansion Of The Tourism Industry's Diverse Segments Has Been Facilitated By The Rise Of The Hospitality Industry As A Whole And The increased movement of tourist traffic. Hotels of various sizes are expanding significantly in all market sectors. Because hotel jobs are mostly in the service sector, the hospitality industry should view human resources as one of its primary responsibilities. The sector will need to be developed in order to accommodate specialized abilities like problem-solving and critical thinking. Training imparts expertise on how to enhance customer satisfaction, save daily operational expenses and increase service quality. The findings of the study include:

1. The research study found that highly majority of respondents i.e. 73 per cent agreed that training and development leads to develop the new skills among the employees of hotel industry.
2. The research study found that very highly majority of respondents i.e. 84 per cent agreed that training and development leads to improve the working environment among the employees of hotel industry.
3. Majority of respondents i.e. 70 per cent agreed that training and development leads to improve the overall performance of the employees of hotel industry.
4. The present study found that very high majority of respondents i.e. 87 per cent agreed that training and development leads to improve the customer's services among the employees of hotel industry.

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