

RESEARCH PAPER

IMPACT OF TRAINING ON EMPLOYEES PERFORMANCE: WITH SPECIAL REFERENCE TO HOTEL FOUR POINTS BY SHERATON

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ABSTRACT

Today, employee association with developing techniques in hotels through proper training is one of the significant aspects of modern hotel industry. Training is the process which helps in improving the performance of the employees. So the implementation of proper and effective training in all the departments of hotel has a major impact on employees' performance. The main aim of training is to enhance the capabilities of employees. Generally hotels arrange cost effective training program to bring the performance level of employees high which helps in fulfilling the needs of the customers. The main aim of this research paper is to examine the relationship between the training and the performance of the employees at Four Points by Sheraton, Jaipur. Training examinations has been investigated regarding training impact on these parameters: (a) Skills and Knowledge; (b) Productivity; (c) Performance; (d) Pay and Promotions; (e) Interpersonal Relationships.

Keywords : ***

1. INTRODUCTION

Training: Training is one of the most essential part of Human Resource Management. It is the planned process which develops the attitude, knowledge and skills through learning. It helps to develop the capabilities of the employees in order to satisfy the present and future needs of the organization. As a fresher employee joins any organization he needs training to perform his task effectively. To avoid accidents training must be provided to the employee. The main aim of training is improving the potential contributions of employees for better performance. Training provided to employees benefits in the following areas:-

- Improved productivity
- Increased sales
- Reductions in labour turnover
- Reductions in absenteeism
- Quality improvements
- Reductions in accidents
- Greater flexibility

2. HOTEL INDUSTRY

Earlier, hotels were known as "dharamshalas" and they were offering overnight stay and food services. Generally, a "hotel" is defined as a public establishment offering visitors against payment two basic services, i.e. accommodation and catering (Ghosh, Biswanath). Many changes are undergone in the extent of hotel industry. At that time the standard of hotel was normal with very simple food and bedrooms. As the travelling become more convenient, hotels grew in number as well as in size. Basically competition raised the standard of hotels. Today the hotel industry sector is the most leading sectors in

India. it is estimated to grow up at the rate of 8.2% between 2010 to 2019. International hotels including Marriot, Sheraton, Radisson, Lalit, ITC, are already renowned in the Indian hospitality markets and are still growing.

The concept of hotel says it is the home which provides the modern facilities and amenities on the payment basis. Commonly, it is the place where there is an accommodation, entertainment and other services are available like temporary home.

Generally the major activities of hotel are:

- Reception
- Facility of rooms/floors
- Restaurant
- Cuisine meals and refreshments
- Bar
- Entertainment and recreation
- Parking space
- Transport facilities
- Lounge facilities
- Swimming pool
- Garden
- Shopping facilities
- Telephone
- Television
- Laundry and Cleaning
- Telex service
- Conference hall
- Banquet hall
- Sporting installation
- Exhibition area

- Convention facilities
- Business area

Major Departments of hotel in which research was conducted are:

- Front Line Office Department
- Food and Beverages Department

3. TRAINING AND ITS IMPACT ON EMPLOYEES PERFORMANCE

Training is directly linked with the performance. HR department of Hotel Four Points by Sheraton design training programs for the new entrants and the existing ones. There programs are provided to the employees as per their department. In this study, main aim of researcher is to analyze the impact of training on the performance of employees in these respective departments:

- Food and beverages department
- Front line office department

Questionnaire consists of the parameters which are affected by the training programs attended by the employees. These parameters are;

- Skills and Knowledge
- Productivity
- Performance
- Pay and Promotions
- Interpersonal Relationships

Training not only improves these factors but it affects overall performance of the employees and the organization both. As the training program is provided to employees according to their department the basic job knowledge and skills get improved, performance and productivity of hotel increases, relations between the employees of peer department get improved and as well as it affects the salary and promotion of the employee.

4. REVIEW OF LITERATURE

Training plays vital role in the perspective of hotel industry. The main target of any industry is to retain best employees and for this purpose management provides the monetary, value proposition and friendly environment to the newly recruited employees. To develop the competencies in employees' effective training program should be developed by the management in order to improve their job knowledge and skills, productivity, performance.

According to Yoder (1970) the use of the terms, training in today's employment setting is far more suitable since human resources can exert their full potentials only when the learning process goes for beyond the simple routine.

Bramley and Kitson (1994) indicated that the effective training program gives positive results in respect to skills learned or knowledge gained, productivity of the firm, performance of the employees and relationship between the employees of the organization.

Four points by Sheraton is one of the luxury brands of hotel in Jaipur situated at Tonk road. In this hotel

management design training programs for their employees either the new entrants or the existing ones for improving their skills and knowledge, performance and relationships. Training is provided in every three months to deliver best possible knowledge.

5. SCOPE OF THE STUDY

Training is one of the important HR factor for the growth of an individual as well as the organization both. It helps the candidate to work very effectively and manage the activities of the workplace. Through training one can able to give best results to the firm as it develops how the employee can perform in even good and bad situations. The employee's salary also has major effect on the performance because the employees which are not paid well often show poor performance. So the training is imperative factor which directly or indirectly affects skills, productivity and overall performance of the organization. This study helps in assessing the impact of training on employees overall performance.

6. OBJECTIVES OF STUDY

- To analyze the impact of Training program on the Performance of Employees in Four Points by Sheraton Hotel, Jaipur.
- To access the Interpersonal Relationship among the Employees of the Hotel.
- To identify Training helps to build current Knowledge and Skills of the Employees of the Hotel.
- To examine Training program designed by the management affects the Productivity of the Hotel.
- To infer that Training leads to better Pay and Promotions to the Employees.

7. RESEARCH METHODOLOGY

Population of the Study: Population used in this research is the employees of Four Points by Sheraton hotel, Jaipur. Questionnaire for both the department was framed and distributed by the researcher.

Research Design: The present research is descriptive in nature.

Sample Design: The specifics of sample design are,

- **Source:** Four Points by Sheraton
- **Sample Size:** 100 employees (50 employees from both the departments)
- **Sampling Unit:** Jaipur

Sources of Data Collection: The data was collected from both the primary and secondary sources. Primary data was collected through questionnaire (direct interview) and secondary data was collected from journals, publications and website of hotel and as well as from HR manager of hotel.

Tools for Data Collection: A study was conducted on 100 numbers of employees of Four Points by Sheraton Hotel. The information was collected from both the departments of hotels i.e. food and beverages department and front line office department. Data was collected through

questionnaire from the employees of respective departments. Respondents were questioned on the factors like skills and knowledge, productivity, interpersonal relations, performance and pay and promotions of employees affected by the training.

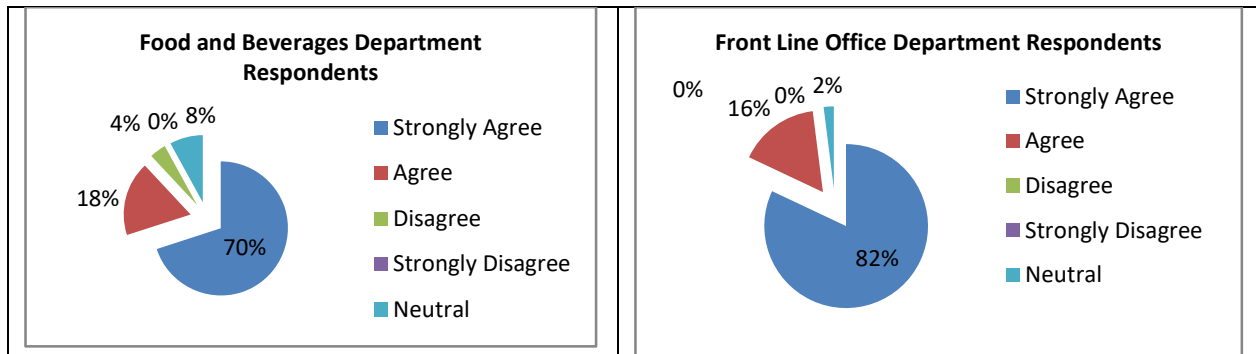
Research Instrument: Research instrument used in collecting the data is questionnaire method. These questionnaires were distributed to the employees of Four Points by Sheraton at the workplace only in Jaipur.

Statistical Tools: Percentage analysis is used to analyze the data which is collected from the employees of Hotel.

Department:

Table 1: Training Helps To Build Current Job Skills and Knowledge of Employees

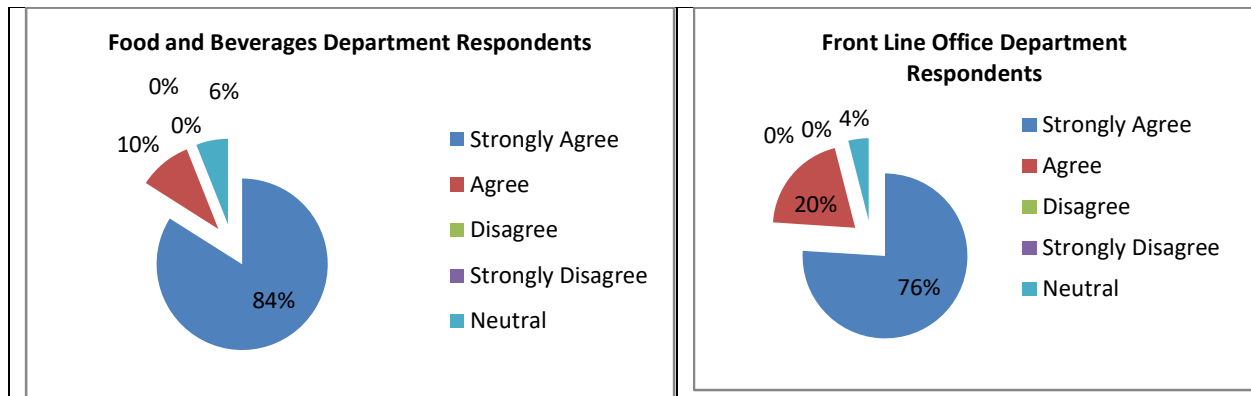
Food and Beverages Department			Front Line Office Department		
Scale	Respondents	Respondents in Percentage	Scale	Respondents	Respondents in Percentage
Strongly Agree	35	70%	Strongly Agree	41	82%
Agree	9	18%	Agree	8	16%
Disagree	2	4%	Disagree	0	0%
Strongly Disagree	0	0%	Strongly Disagree	0	0%
Neutral	4	8%	Neutral	1	2%



Interpretation: From the above table it can be analyzed that in both the department's food and beverages and frontline office department 70% and 82% employees respectively are strongly agree that training build their knowledge n skills whereas 18% and 16% were agree, 8% and 2% were neutral while 4% and 0% were disagree, and 0% employees from both the department were strongly disagree about the training program build their knowledge and skills respectively. So, training program organized by the management of four points by Sheraton has positive effect on employees' current knowledge and skills.

Table 2: Does Training Results in Better Performance of Employees and Increase Overall Productivity of the Hotel

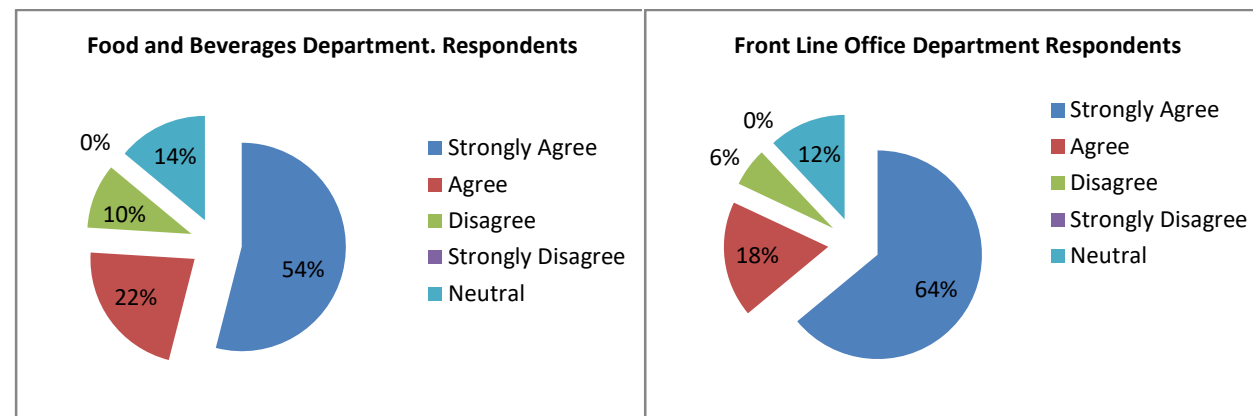
Food and Beverages Department			Front Line Office Department		
Scale	Respondents	Respondents in Percentage	Scale	Respondents	Respondents in Percentage
Strongly Agree	42	84%	Strongly Agree	38	76%
Agree	5	10%	Agree	10	20%
Disagree	0	0%	Disagree	0	0%
Strongly Disagree	0	0%	Strongly Disagree	0	0%
Neutral	3	6%	Neutral	2	4%



Interpretation: From the above table it can be analyzed that employees of both food and beverages dept. and frontline office dept. were strongly agree that training leads to the better performance and as well as increases the productivity of the hotel with the 84% and 76% respectively whereas 10% and 20% employees were agree on that, 6% and 4% were neutral while 0% employees from both the department were disagree as well as strongly disagree about training helps them to perform better and also increases in the productivity of the organization.

Table 3: Does Training Helps In Building Healthy Interpersonal Relationships

Food and Beverages Department			Front Line Office Department		
Scale	Respondents	Respondents in Percentage	Scale	Respondents	Respondents in Percentage
Strongly Agree	27	54%	Strongly Agree	32	64%
Agree	11	22%	Agree	9	18%
Disagree	5	10%	Disagree	3	6%
Strongly Disagree	0	0%	Strongly Disagree	0	0%
Neutral	7	14%	Neutral	6	12%



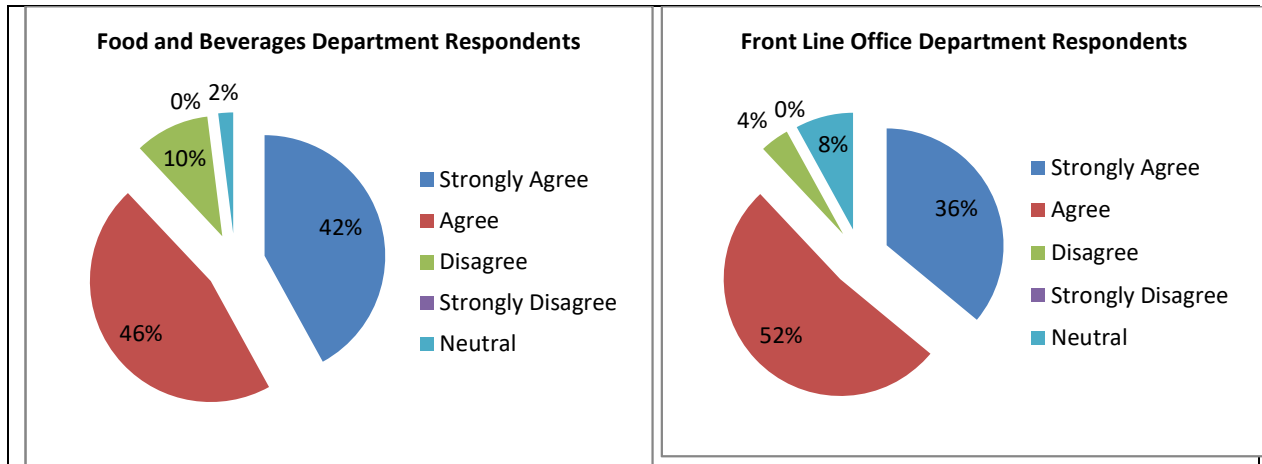
Interpretation: From the above table it can be analyzed that employees of both the department were strongly agree that training helps to build good relationship between the employees of different departments with the 54% and 64% respectively, 22% and 18% were agree on that whereas 14% and 12% were neutral, while 10% and 6% were disagree and rest 0% strongly disagree that training helps to build healthy relationships between employees of different departments.

Table4: Does Training Results in Better Pay and Promotion of Employees

Food and Beverages Department			Front Line Office Department		
Scale	Respondents	Respondents in Percentage	Scale	Respondents	Respondents in Percentage
Strongly Agree	21	42%	Strongly Agree	18	36%
Agree	23	46%	Agree	26	52%
Disagree	5	10%	Disagree	2	4%
Strongly Disagree	0	0%	Strongly Disagree	0	0%

Disagree		
Neutral	1	2%

Disagree		
Neutral	4	8%



Interpretation: From the above table it can be analyzed that 42% and 36% employees of both the departments respectively were strongly agree that training leads to better performance which helps them to earn more salary and also promote them. 46% and 52% were agree whereas 2% and 8% employees were neutral on that while 10% and 4% were disagree and 0% strongly disagree from both the departments about training results in better pay and promotion of employees of Four Points by Sheraton Hotel.

9. KEY FINDINGS OF THE STUDY

- Majority of employees of both the departments believe that training helps them to develop their skills and knowledge to perform their job related task effectively.
- Employees of both the department were highly influenced by the training program organized in their hotel as it has positive impact on the performance and productivity.
- Training helps the employees to create the environment of friendliness or to build healthy relationships among them.
- Pay and promotion of employees directly and positively affected by the training.

10. CONCLUSION

As training is an important aspect of HR in any organization. When an employee get selected for the specific profile in the organization prior to perform job ,training should be imparted to him to perform his job perfectly. It helps employees to learn basics of the job and to adopt newly developed techniques to do his job. Level of competency of employees depends on the type of training they get.

This study depicted that training is one of the important HR function which helps the employees of Four Points by Sheraton Hotel to perform effectively in order to increase the productivity of the hotel. Training has direct impact on employees pay and promotion which is linked with how they perform their task. the relationships between the employees of different department of hotel can be improved or maintained through training programs. Healthy interpersonal relationship between the employees can be build by such programs. So training leads an organization to achieve its targets and increases overall

productivity as well as leads to better performance of employees.

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