

# **Employees' Training and Performance Relationship in Hospitality Sector: A Study on Hotel Maya International, Jaipur**

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## **Abstract**

The paper examines the relationship between training programmes and employee performance at Hotel Maya International, Jaipur. Specific training factors like, age, gender, experience, time spent on training and overall scores achieved in training examinations has been investigated regarding their impact on six performance dimensions: work safety, job preparedness, hotel hygiene, physical maintenance of rooms, interactions with guests, and preparation for serving customers in different ways. Primary data has been collected through a structured questionnaire which contained both “employees training profile” and “performance inventory”. Data was analyzed by development of multiple regression models in order to calculate R<sup>2</sup> values for individual training factors and knowing its strength of relationship with performance dimensions. A significant relationship has found between the two variables; revealing that the employees who have taken trainings were more capable in performing different task and vice versa. The paper recommends that the prevalent problems of service delivery can be overcome by properly conducting needs assessment, design, development and delivery of training programs. Evaluation of training outcomes according to key performance indicators will further improve the situation. Furthermore the employee participation will not only improve the training process but also the motivation level will be improved as well.

**Field of Research:** Human Resource Management, Training Outcome, Employee Performance.

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## **Introduction**

One of the most important aspects in the contemporary hotel industry is employees' acquaintance with new methods and techniques of hotel management through training. In fact training is formal as well as an informal process, which is carried out for improving the performance of employees. Therefore the implementation of an effective training process at all levels of management has a significant impact on the performance of the employees.

Business world is going to be dominated by the services. In today's world the service sector is the largest growing area of developing countries. An increase of tourism has resulted in the expansion of hotel industry in Jaipur. The hotel industry in Jaipur has become highly competitive with regard to the quality of service provided by hotel industry, as the quality of services has significant effects on the profitability and success of hotels. The quality of service can be maintained by continuous development of both the employees as well as other factors involved in the quality of services. One of the way to develop employees is giving them continuous training in their respective fields as according to Armstrong (2000, p. 543) the fundamental aim of training is helping organization to achieve its goal by adding value to its key resources, i.e. its employees. This means that training is like investing in people to enable them to perform better and to empower them to make decisions due to their natural abilities.

Hotel Maya International is the ideal place for both leisure and corporate business travelers to stay and for arranging meeting. The hotel is situated at Bani Park in the heart of the Pink city. All the major tourist destinations of the Pink City Jaipur are within easy reach from the Hotel Maya International. The hotel offers serene and comfortable atmosphere. The hotel is in close proximity to commercial hubs like M I Road and Ganpati Plaza. Now, it is one of the best four star hotels in Jaipur. It provides number of hotel services to targeted customers for whom it has hired different types of employees as according to the requirements of the different department situated in the hotel. The employees are given training on regular basis so that their performance in delivering different services to target customers remains high. One way to acquaint employees with the different aspects of hotels is hiring of trainees, who are kept as trainee staff for a specific period of time and after they complete their training tenure & pass training exams, they are given regular jobs. The finding from these studies conforms that the training has a significant relationship with the performance of employees in hotel industry. There is a need of full

understanding of the requirement of employees regarding training in such way that the performance is checked in accordance to the training programs already been delivered. Furthermore the employee participation can improve the process of training programs design & deployment, and this participation will also motivate the employees to show better performance after the training programs have are delivered.

### **Research Objective**

The present study aims to examine the relationship between the different training courses and the resultant performance of the employees in completing different tasks at the Hotel Maya International, Jaipur. Specifically this study has investigated the relationship between the employees' training factors like, age, gender, experience, time spent on training and overall scores achieved in training assessment and the six performance dimensions, i.e. work safety, job preparedness, hotel hygiene, physical maintenance of rooms, interactions with guests, preparation for serving customers in different ways.

### **Methodology**

A case study technique has been used in the present research. In fact case study technique has been applied in this study because a case study is one of several ways of doing research whether it is social science related or even socially related. It is an intensive study of a single group, incident, or community (Shepard, Jon et al., 2003). The employees of Hotel Maya International have been selected as special case for knowing the relationship of training on the performance of employees. Thus rather than using samples and following a rigid protocol to examine limited number of variables at so many different hotels, a case study of employees of Hotel Maya International have been selected which involve an in-depth, examination of Hotel Maya International. Data collected in two phases. In the first phase employee's training profiles were developed. These training profiles helped in data collection regarding age, gender, department, experience, nature of trainings attended, time spend during training, and scored achieved in trainings course examinations. These training profiles in shape of self administered questionnaire were distributed among the line level employees of Hotel Maya International. The employees' selection for the study was totally on random basis. 160 randomly selected line level employees were asked to fill the training profiles at Hotel Maya International. These employees were

selected from five departments including Front Office Department, Food and Beverages Department, Guest Relations Department, Sales Department, HR Department and Housekeeping Department. The employees' names, designations, and department were kept in record for use in this phase of study. In the second phase the previously 160 randomly selected employees of Hotel Maya International were given —performance inventory to fill on self administered basis. The —performance inventory contained total 18 statements scaled on ordinal Likert method. These 18 statements were about work safety, job preparedness, hotel hygiene, physical maintenance of rooms, interactions with guests, preparation for serving customers in different ways in such way that total 3 statements were assigned for measurement of each variable. After data collection, a multiple regression model was developed in such way that it contained both qualitative as well as quantitative variables.

This model was developed in order to calculate the coefficients of multiple determinations ( $R^2$ ), which actually measured the strength of relationship of the independent variables with dependent. It depicted how well the regression line approximates the real data points. The dependent variables were the actually the performance indicators, i.e. Work safety, job preparedness, hotel hygiene, physical maintenance of rooms, interactions with guests, and preparation for serving customers in different ways, which were correlated with independent variables of employees' training, i.e. Age, Gender, Experience, Total time spend on training, Overall scores achieved in training examinations.

### **Data Presentation**

The data has been presented in two steps. In the first step a multiple regression model was developed in order to calculate  $R^2$ . In the second step  $R^2$  values for the individual training factors were presented in a table 1. It was observed that a significant relationship existed between the six performance dimensions and five individual training factors. The table shows that age wise those employees which are in the age category of 20 to 25 years ( $R^2=0.81$ ) were more trained, more experienced & have achieved better scores in training examinations, thus the employees of this age group had better performance in hotel.

Gender wise there is no significant difference between the  $R^2$  values of males in comparison to females, however ( $R^2=0.73$ ) value for males show that gender wise males were trained more and thus performed well. The employees which had more experience (2 years and > 2 years) had

shown better performance ( $R^2=0.80$ ) as compared to employees with 1 year experience. Following multiple regression model was developed for calculating  $R^2$  values.

$Y$  Performance =  $X_1$  Age+  $X_2$  Gender+  $X_3$  Experience+  $X_4$ .Total time spend on training+  $X_5$

Overall scores achieved in training examinations

$$Y = \beta_1 X_{1a} + \beta_2 D_{1a} + \beta_3 D_{2a} + \beta_4 D_{3a} + \beta_5 X_{2g} + \beta_6 D_{1g} + \beta_7 D_{2g} + \beta_8 X_{3e} + \beta_9 D_{1e} + \beta_{10} D_{2e} + \beta_{11} D_{3e} + \beta_{12} D_{4e} + \beta_{13} X_{4t} + \beta_{14} D_{1t} + \beta_{15} D_{2t} + \beta_{16} D_{3t} + \beta_{17} D_{4t} + \beta_{18} X_{3s} + \beta_{19} D_{1s} + \beta_{20} D_{2s} + \beta_{21} D_{3s} + \epsilon$$

Where:

$D_{1a}$  = if <20 years

$D_{1s}$  = if low

$D_{2a}$  = if 20 to 25 years

$D_{2s}$  = if medium

$D_{3a}$  = if >25 years

$D_{3s}$  = if high

$D_{1e}$  = if <1 year

$D_{1g}$  = if Male

$D_{2e}$  = if 1.5 years

$D_{2g}$  = if Female

$D_{3e}$  = if 2 years

$D_{1t}$  = if <5 months

$D_{4e}$  = if > 2 years

$D_{2t}$  = if 5-10 months  $D_{3s}$

The ( $R^2=0.72$  and  $0.81$ ) values of the employees which have spent more time (up to 10-15 months and > 15 months) on training showed better performance as their performance training factors were significantly related to the resultant performance. The data further showed that the employees who have achieved high scores in the trainings' assessment were more capable of showing better performance as their individual training factor of —Score in training examinations was significantly related to the performance dimensions with high ( $R^2=0.78$ ) value.

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**R2 Values for individual training factors**

**N**

**R2**

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**Age**

<20 years	28	0.27
20 to 25 years	88	0.81
>25 years	44	0.65

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**Gender**

Male	10	0.73
Female	8	0.69

**Experience**

	52	
<1 year	190.57	
1.5 years	250.68	
2 years	280.80	
>2 years	880.79	

**Total time spend on training (Whole career)**

<5 months	130.22
5-10 months	520.41
10-15 months	900.72
>15 months	050.81

**Overall score achieved in trainings assessment**

Low	100.31
Medium	820.54
High	680.78

The **TABLE: 2** show the types of training which are being offered to the employees of Hotel Maya International. The table shows that employees are given a wide range of trainings which covers requirements of all departments. This also means demonstrate that the Hotel Maya International provided employees opportunities to acquire diverse skills & competencies related to the hotel industry.

**Table: 2**  
**Types of Training Programmes taken by employees (N=160)**

- Training on scope & nature of hotel management
- Occupational safety & health training
- Communication skills & advertising training
- Marketing/ sales training
- Hotel reservation training
- General tourism related training
- Training on commodities & ingredients knowledge
- Customer relations training
- Housekeeping related training
- Training on methods of cooking
- Hotel hygiene related training
- Food & drinks serving related training
- Hotel physical maintenance related training
- Team working skill enhancement training
- Quality control training
- Rooms servicing training

### **Discussion on Findings**

Hotels are a multifaceted industry with numerous job opportunities for both skilled as well as unskilled people. The hotel sector has always been given considerable emphasis since it satisfies the requirement of a diverse group of people, whether they are tourists, businessmen, or common person who is off the home and is in need of a good place to stay. The training is a key to enhance the capabilities of employees, where the training programs in hotel sector are specifically designed to bring a performance level among the employees which can fulfill the needs of targeted customers in time and cost effective way. The data of the present study shows there is significant relationship between the individual training factors and resultant performance dimensions. The employees who have more on-the-job experience have better performance as

there is an increase in the both skills & competencies because of more on the job experience. In fact the employees' experience allow the employees to gain stability in performing different tasks reputedly in such way that employees avail the chances of removal of any weaknesses or errors in their resultant performances. The data further shows that the employees which have passed more time in getting different training have shown better performance because the more the employees pass time in getting training the more chances are availed by employees to learn new things. The employees which have taken high scores in the training examination have also shown better performance because the training examination appraise the acquired skills level of employees, gained by employees after taking training.

It has been found that the employees, who have gone through different training programmes successfully, were more capable in performing actual task. Among the six training types, it was found that the employees showed an increase in performance level after they have got training in work safety, hotel hygiene, training on good interactions with guests & physical maintenance of rooms. The study also shows that knowledge about work place safety and motivation to perform safely, influences individual reports of safety performance and also mediated the link between safety climate and safety performance. Furthermore the effective and relevant food hygiene training when delivered to hotel employees in such way that there is a support of the organization, adequate resources and the peer support of colleagues, then it will have a greater effect on intention and actual behavior of the food handler, increasing the likelihood that safe working practices are carried out at all times. On other side, this study provides an evidence of the positive impact that social skills training can have on improving the quality of customer service within a hotel environment. The customers in study reported that the overall quality of service improved during the time the receptionists were receiving social skills training.

## **Conclusion**

The paper has concluded that the employees' training has significant relationship with their performance. The skill & competency levels of employees are heavily dependent on the amount and type of training they get. The productivity of the hotel depends on the overall performance of the hotel in providing of different services to the targeted customers as according to their needs.



The performance of the hotel is dependent on the skill & competency levels of employees who actually work there. The study of relationship of the employees' training with performance is important for today's managers because the modern business trends demands more efficiency, accuracy and effectiveness in less time and cost and this can be achieved only through design, development and deployment of excellent training programmes to the employees.

### **Future Research**

The paper has investigated the relationship of training with employees' performance. It has been investigated without addressing of wide array of other factors which does have not only relationship with the employees' performance in hotel industry but also put significant effects on the overall performance of hotel sector. A lot of future research can be done on different factors in hotel industry, but specifically in relation to employees' performance factors like training needs assessment, training programmes design, development, & deployment are important to study for knowing their effects on the resultant employees' performance in hotel industry. The role of managerial and leadership factors in employees' training and performance is also of unique importance and thus required to be investigated because a good manager or leader either increase or decrease the efficacy of training which in end affect employees' performance. Future research is required in hotel industry because the demanding, educated customers catalyzed by new technology & globalization will emerge as big challenges to the hotel industry in forthcoming times.

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