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# CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<b>IMPACT OF INFORMATION SYSTEMS SUCCESS DIMENSIONS ON SYSTEMS EFFECTIVENESS: A CASE OF SUNPLUS ACCOUNTING PACKAGE WITHIN THE ZIMBABWE UNION CONFERENCE OF THE SEVENTH-DAY ADVENTIST CHURCH</b> <i>DR. B. NGWENYA, R. CHISHIRI &amp; F. NCUBE</i>	1
2.	<b>CAPACITY BUILDING THROUGH INFORMATION TECHNOLOGY INITIATIVE IN ENVIRONMENTAL CONCERN OF UTTARAKHAND ENVIRONMENT PROTECTION AND POLLUTION CONTROL BOARD (UEPPCB)</b> <i>AMIT DUMKA &amp; DR. AJAY GAIROLA</i>	5
3.	<b>STRESS MANAGEMENT IN PRESENT SCENARIO: A CHALLENGING TASK</b> <i>ABHA SHARMA &amp; DR. AJAY KUMAR TYAGI</i>	12
4.	<b>CORPORATE SIZE AND CAPITAL STRUCTURE: AN EMPIRICAL ANALYSIS OF INDIAN PAPER INDUSTRY</b> <i>DR. A. VIJAYAKUMAR &amp; A. KARUNAIATHAL</i>	20
5.	<b>APPLICATION OF KNOWLEDGE MANAGEMENT PRACTICES IN SMALL ENTERPRISES</b> <i>T. S. RAVI</i>	25
6.	<b>A STUDY ON CUSTOMER PREFERENCE AND ATTITUDE TOWARDS DATA CARD SERVICE PROVIDERS WITH REFERENCE TO COIMBATORE CITY</b> <i>B. JANANI &amp; T. M. HEMALATHA</i>	28
7.	<b>THE SIGNIFICANCE OF EMPLOYEES TRAINING IN THE HOTEL INDUSTRY: A CASE STUDY</b> <i>S. KALIST RAJA CROSS</i>	33
8.	<b>A STUDY ON CUSTOMER SATISFACTION TOWARDS HEALTH DRINKS PRODUCTS (WITH SPECIAL REFERENCE TO COIMBATORE CITY)</b> <i>S. HARIKARAN</i>	37
9.	<b>DATA MINING PRACTICES: A STUDY PAPER</b> <i>B. AYSHWARYA</i>	41
10.	<b>ASSESSING THE ORTHOPEDICALLY HANDICAPPED CUSTOMERS' (OHC) ACCEPTANCE OF MOBILE BANKING ADOPTION THROUGH EXTENDED TECHNOLOGY ACCEPTANCE MODEL</b> <i>UTHARAJA. K &amp; VINOD KUMAR. G</i>	44
11.	<b>A FINANCIAL ANALYSIS OF INDIAN AND FOREIGN STEEL INDUSTRIES: A COMPARISON</b> <i>M. BENEDICT &amp; DR. M. SINDHUJA</i>	48
12.	<b>TRENDS OF FDI IN INDIA</b> <i>DR. M. K. PANDEY &amp; ANUMEHA PRIYADARSHNI</i>	52
13.	<b>CURRENT e-CRM PRACTICES IN INDIAN PRIVATE SECTOR BANKS AND THE NEED FOR STRATEGIC APPROACH</b> <i>WASEEM JOHN &amp; SUHAIL JAVAID</i>	55
14.	<b>SECURITY ISSUES IN e-COMMERCE</b> <i>DR. SARITA MUNDRA, DR. SADHANA ZANZARI &amp; ER. SURABHI MUNDRA</i>	60
15.	<b>STUDY ON INVESTOR'S PERCEPTIONS TOWARDS ONLINE TRADING WITH REFERENCE TO MAYILADUTHURAI TOWN</b> <i>DR. C. BALAJI</i>	64
16.	<b>IMPACT OF DEBT CAPITAL ON OUTREACH AND EFFICIENCY OF MICROFINANCE INSTITUTIONS: A SURVEY OF SOME SELECTED MFIs IN TANZANIA</b> <i>HARUNI MAPESA</i>	69
17.	<b>RURAL CONSUMER ATTITUDE TOWARDS ONLINE SHOPPING: AN EMPIRICAL STUDY OF RURAL INDIA</b> <i>MALLIKA A SHETTY</i>	74
18.	<b>MICRO INSURANCE: A PRODUCT COMPARISON OF LIC &amp; SBI LIFE INSURANCE</b> <i>LIMNA .M</i>	79
19.	<b>AN INTERDISCIPLINARY APPROACH TO EMPLOYABILITY IN INDIA</b> <i>HARI G KRISHNA</i>	82
20.	<b>AN OPINION-STUDY ABOUT 5-S PRACTICES TOWARDS IMPROVING QUALITY &amp; SAFETY AND MAINTAINING SIMPLIFIED WORK ENVIRONMENT</b> <i>K. BHAVANI SELVI</i>	87
	<b>REQUEST FOR FEEDBACK &amp; DISCLAIMER</b>	91

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## THE SIGNIFICANCE OF EMPLOYEES TRAINING IN THE HOTEL INDUSTRY: A CASE STUDY

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### ABSTRACT

*It is boom time for India's Tourism and Hospitality sector. Driven by a surge in business traveler arrivals and a soaring interest in the country, India has emerged as a leading tourist destination. The world's leading travel and tourism journal, "Conde Nast Traveler", ranked India amongst top 4 preferred holiday destinations in the world. Another important feature of the hospitality industry, which is of particular significance to India, is its contribution to national integration and preservation of natural as well as cultural environments and enrichment of the social and cultural lives of people. Over 382 million domestic tourists visiting different parts of the country every year return with a better understanding of the people living in different regions of the country. They have a better appreciation of the cultural diversity of India. Thus, hospitality industry has been recognized as an important instrument for sustainable human development including Poverty elimination, Environmental regeneration, job creation; and Advancement of women and other disadvantaged groups. Training is a continuous process and that people's skills need to be continually updated to avoid becoming obsolete just like technologies which become outdated if development is not ongoing. The effect of training at the top filters downward throughout the entire organization where well trained staff builds stronger teams of employees, in turn leading to better financial results. Gov believes that Hospitality operators are generally strong believers in management and employees training and are prepared to invest in effective training programmes. 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. This paper will also look at the literature supporting the cost-effective practices of training and development and the methods used to evaluate training programs. In concluding the paper, a set of general recommendations is suggested for the hotel industry and the human resources department when developing cost effective training programs.*

### KEYWORDS

Hotel Industry, Human Resource, Training & Development Techniques, Types of Training, Hoteliers upgrading skills.

### INTRODUCTION

Hotel business is an independent branch of the hotel industry. Therefore, the question of hotel staff training is of a great importance. Nowadays, many universities have special departments, where specialists for the hotel industry are being trained. Major hotel chains create special schools, where hotel business is studied. There are hundreds of different external programs, which help to obtain skills of various professions in hotel 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, 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 paper is to help every employee in the hotel industry to find out the importance of staff training.

Human Resources are the biggest asset of any organization. Retaining good and highly motivated employees is a big challenge. Employees are motivated not only because of their pay package they get, they also look at various other direct and indirect benefits they get from the organization such as, good boss, training, working atmosphere, career development, class of the hotel and other benefits. Training helps in team building and bringing the entire organization together. One has to realize that success of any organization depends on the coordination and cooperation of all the departments. Training helps in creating and retaining such organization!

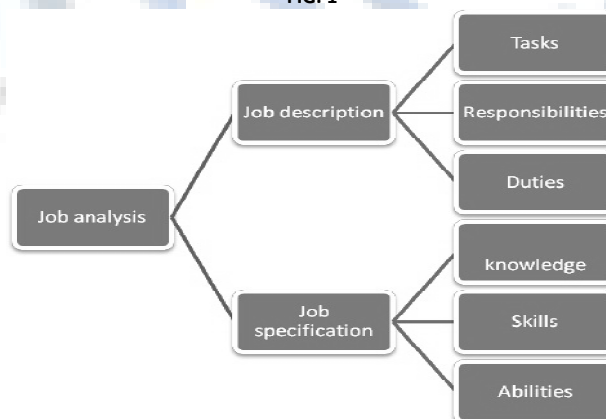
### ROLES OF HRM

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.

FIG. 1



**RECRUITING**

According to the job analysis human resource staff responsible for recruiting would know how many employees to hire and what kind of people are to be hired. Recruiting can be divided into internal recruiting and external recruiting, as the name suggested, HR department can hire employees from workers inside the organization a transfer from a branch, or any kind of promotion etc. Hiring from outside sources is called external recruiting.

**TRAINING**

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.

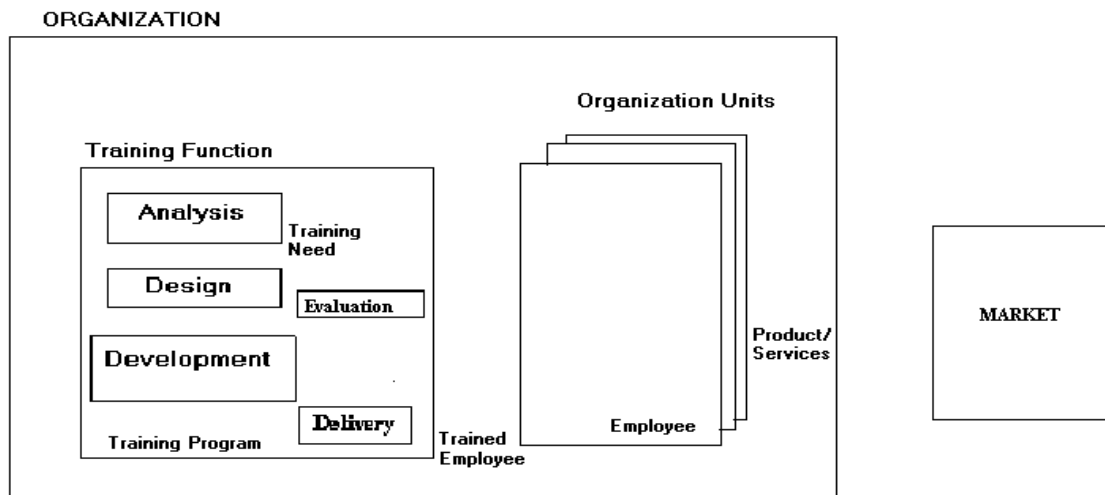
The need for training has to start from analyzing the requirement of the training needs based on the established standards of service. Training of the junior staff, middle-management and senior-management are not the same. One has to identify the training needs at different levels of the organization. Once this is done, one can formulate the training program for each level. Choosing of the trainer has to be done cautiously depending on the needs and the talent required for training. Correct methodology has to be identified and adopted for each levels of training. Hence, it is important to understand the training cycle.

*Training cycle consists of the following components:*

- ❖ Assessment of the need
- ❖ Identify training objectives
- ❖ Establish training criteria
- ❖ Selection of trainees
- ❖ Pretest trainees – if required
- ❖ Choose training methods
- ❖ Implement training
- ❖ Evaluation of training program

The training function of any organization can be viewed as a key subsystem of that organization, as shown in the figure below.

FIG. 2



**TYPES OF TRAINING**

**SORT BY TRAINING CONTENT**

Trainings are held for different purposes, some are organized to help new employees to get to know the hotel, some are for improving employees' professional skills, therefore, the trainings can be divided by their contents:

• **APPRENTICE TRAINING**

To introduce hotel general information and basic skills needed at work to new workers. This training helps building up good relationships between employees themselves and as well as between employees and management team. Moreover, it helps employees to set up the right attitude towards work.

• **CERTIFICATION TRAINING**

After this kind of training, employee get professional certificate on practical or theoretical tests. It aims to improve employees' skills and motivates them when they pass the tests.

• **SIMULATION TRAINING**

Practical training is held with the help of Human Resource Department, aiming to improve methods of working and increase work effectiveness by simulating the real workplace. This training is in existence in everyday work, therefore it is long-term. In order to have good results from this training, department heads play very important roles by using proper training skills.

• **ON-THE-JOB TRAINING**

Employees' professional quality is the key of hotel services, the rules and principles of work are taught in this kind of training, besides, courtesy, manners and techniques of handling interpersonal relations are taught as well. This kind of training aims to train employees to learn the best way to do the work in the most quickly and effective way.

• **LANGUAGE TRAINING**

Hotel employees are required to be able to speak one or two foreign languages, for different departments, different work categories or different positions, language requirements also differ. English as an international used language, every staff needs to be familiar with. Another language is required or to be trained depending on the location of the hotel.

• **HOTEL SERVICES AND ADMINISTRATION TRAINING**

This training is more focused on a specific subject according to the request of improving administration and services, including telephone techniques, guest relations, sales skills, public relations general information and application, safety and first-aid etc.

• **CROSS TRAINING**

To ensure the communication among departments and increase the ability of adjusting to distinguished environments, cross training is used to assist employees to receive knowledge and skills from other departments.



**METHODS OF TRAINING**

LEVELS OF TRAINING	NARRATIVE	METHODS OF TRAINING	DURATION
Induction training	Training for newly employed staff, to familiarize them with the strategic goals and functions of their organization and their responsibilities.	<i>On the job</i> Job instruction	1 week
Basic training	It takes place within an officers' first year on the job to enhance their skills in performing their duties effectively.	<i>On the job</i> Apprenticeship, Internships, Job rotation, Supervisory assistance and mentoring	1 month
Specialized training	It is a specialized training which reflects the Training Needs Assessment (TNA) on a specified number of employees.	<i>Off-the-job</i> Formal courses	1 day – 1year
Training for special groups	Training organized for women and disabled. This is to emphasize equal opportunity for all employees.	<i>On the job</i> Job instruction Supervisory assistance <i>Off-the-job</i> ; Formal courses	1 – 5 days
Leadership and development program	Training for experienced staff, aimed at enhancing the officer's employability over the long term. It takes place from the 8th year of service	<i>Off-the-job</i> Formal courses Field trips	Ongoing, Half day – 7 days
Counterpart or complement training	It is provided by foreign experts to their local counterparts. This is done to sustain the services provided by these experts Up on expiry of their contracts.	<i>On the job</i> Apprenticeship Job instruction	Ongoing, Half day – 7 days

**EVALUATING**

Once the training is over, evaluation of the training program has to be done to know the effectiveness of the training. Most managers seldom do the evaluation of the training program. One has to verify what was being done and what change has taken place due to training and its effectiveness in terms of job satisfaction, guest satisfaction, cost reduction etc. depending on the training objective.

It is necessary to have performance appraisals for employees in a period of time; the evaluation comes out from feedback of their department's representatives, co-workers and the training process etc. The evaluation encourages and motivates them to work harder and better in the future, and also helps them to improve their skills and abilities by rewarding, compensating and more practicing.

**STAFF TRAINING IN 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 employees' qualities. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel's 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.

Hasty development of hotel industry and competition has led to the need for personnel training. The level of quality of service is dependant of the qualities of employees. Employee qualities are linked to knowledge, skills, competences, experience etc. which lead to the development of hotels. Therefore employee training is of vital importance since employee performance and productivity increases as well. They possess professional knowledge, experience and valuable skills that can be used to perform more effectively. Training is important in the motivation and inspiration of workers by securing needed information for the job, and it helps them get to know the important associations.

**THE IMPORTANCE OF STAFF TRAINING**

Training is an important aspect of career development. It gives an employee motivation and a sense of belonging. Well trained employees would be happy to do their work very effectively and efficiently. Normally, in a good organization along with promotions an employee would be given training to learn the requisites of the newly promoted job requirement. These kinds of trainings are mainly devoted to develop managerial skills in a person and are generally called career development or career planning. The idea of these trainings are to increase managerial performance, enhance job satisfaction or improve knowledge, skills and abilities and also helps in identifying strengths, weakness and interests.

Staff 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.

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.

**BENEFITS OF STAFF TRAINING**

Staff training enhances the capabilities of employees and strengthens their competitive advantage. Effective training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from staff training, customers and guests benefit as well, because of the received quality products and services.

- Diminish learning costs.
- Enhance the commitment of employees by encouraging them to identify with the mission & objectives of the organisation.
- Improve operational flexibility by extending the range of skills possessed by employees.
- Attract high quality employees by offering those learning and development opportunities increasing their levels of competence and enhancing their skills thus enabling them to obtain more job satisfaction to gain higher rewards and to progress within the organisation.
- Facilitate to manage change by increasing understanding of the reasons for change and providing people with the knowledge and skills they need to adjust to new situations.
- Offer higher levels of service to customers.
- Develop individual, team and corporate performance in terms of output, quality, speed and overall productivity.
- Help develop a positive culture in the organisation, one for example that is orientated towards performance improvement and also

- To increase the levels of service quality or professionalism the organisation presents to the public,
- To tailor the service type to the specific establishment,
- That there are multiple beneficiaries from the use of staff training – the establishment, but also stimulation for staff members.

## CONCLUSION

Importance of training and development can be highlighted from the above proverb. Employee development is the process whereby people learn the skills, knowledge, attitudes and behaviors needed in order to perform their job effectively. With growing economy, organizations are reaping the benefits and growing with faster pace. The growth rate of an organisation is likely to be limited more by its people than by any other factor.

Staff training is an essential management tool, it has many benefits, such as shortens the study time, increases work effectiveness, helps employees and the company itself to compete in the fast changing environment, reduces damages and wastage. Staff training is a way of motivating employees, upgrading their skills, expanding their knowledge, preparing employees for self-development. Training is an important aspect of career development. It gives an employee motivation and a sense of belonging. Well trained employees would be happy to do their work very effectively and efficiently. Normally, in a good organization along with promotions an employee would be given training to learn the requisites of the newly promoted job requirement. These kinds of trainings are mainly devoted to develop managerial skills in a person and are generally called career development or career planning. The idea of these trainings are to increase managerial performance, enhance job satisfaction or improve knowledge, skills and abilities and also helps in identifying strengths, weakness and interests.

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