

Effects of Training on Skillness and Performance of Employee In Hospitality Industry

Abstract

The staff in any organization clearly represents the standards that are followed in it, the guest satisfaction is proportional to the skills and the levels of training the staff has undergone. The staff performance is directly responsible for the success of the hospitality unit, as they are counted as assets and contribute through the extent of skills and knowledge they have acquired. In order to meet the day to day operational challenges in hotels, it is urgent to train and equip the staff with the required level of training at department level. In the hospitality industry appropriate skillfulness of staff is desired to achieve the appropriate guest satisfaction, as we don't get second chance to meet the guest's expectations. The skillness, knowledge and behaviour of employees assist the hotel in meeting the challenges and competition. The purpose of this paper is to analyze the effects of training on skillness and overall performance of the employee at hospitality industry. The secondary data is collected from different sources and analyzed to find the effects of training on skillness and performance of the employee in hospitality industry.

The findings of study can be of great assistance for human resource in hospitality sector, human resource policy makers and government and academic institutions.

Keywords: Hospitality Industry, Training, Benefits, Skillness, Performance.

Introduction

The hospitality sector is a combination of varied services offered in a homely atmosphere to the guests coming from various country of origin, it is the industry which offers services through various hospitality units like Hotels, Restaurants, Inns, Motels and many other units. In 6th century BC, hotels were known as inns and were providing only food through restaurants and night hault, the inns were having normal setup not any lavish facilities with normal with stone floor, simple food and common bedroom. The travelers were assisted in the way to make their whole travel easier and comfortable, to visit the places of their interests and the related activities of business and more movements of people across the international border. The travel to unknown places is popular in India from ancient times. After this, the arrival of British led to transformation of sarai's to western style of hotel in Mumbai and Kolkata. The western styles of hotels were challenged by the Indian style hotels for various classes of society, The older ways of providing accommodation were still having their relevance to fulfill the needs and requirements of the poor classes, Negi (2008). After development of hotels in India it was mainly influxed by the British nationals and other foreign visitors. The star hotels came into existence in 19th century with more of modern facilities hotels came into existence on account of the advent of big businessmen and new entrepreneurs, Negi (2008). The hospitality industry considers the peak seasons for the guest arrivals especially in the months from September till January and in the rest of the months the hospitality firms have to focus more on marketing of hotels facilities and services and that they have separate marketing department. Once the guest has arrived in the hotel then every possible effort is made to retain the guest, so for his or her future choice of stay in the same property. The services, facilities and staff behavior has important role to play in the achieving the guest satisfaction in the hospitality industry and the performance of the employee is directly affected by the level of experience and skill one has at the work. The hospitality firms ensure that timely training and guidance is equally

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important for the upkeep of the employee performance and the morale. As far as Food and Beverage industry is concerned the expectation of the guest means the food or beverage should be value for money followed by the timely service of same. Since guest has to pay the high price of the simple food and beverage items so, they have such perception in his or her mind that there should be no space for any type of mistake or delay in services, Sometimes best service and products of culinary art fail to satisfy some guests, Service have to be highly personalized in this industry, This makes the hotel industry the most difficult tone from the marketing point of view. Regardless of the position in organization, your organization strategy is a critical element of your job, Even if your job mostly in volvetactical decisions, such as daily ratesetting, you are still enmeshed in the company's strategy. In the hospitality industry every day's decisions are based on the business strategies to retain and expand the business with maximum guest satisfaction. Some of the above various problems in hotel industry makes it imperative for the central head to think strategically in order to attain the overall goals of the organization and generate a brand name in present competitive market scenario.

In order to attain deeper understanding of the operations and the external environment of the firm a center head should essentially think strategically, so we can understand that study of strategic management is essential for enhancement of the performance in a firm and helps aspiring manager as well. A hotel performance is directly proportional to thorough study of the current competition, innovation, involvement and a proper strategic planning. In a study it was found that strategic positioning is very essential for the aspiring managers in industry as compared to the experience of the industry. The tremendous growth in hospitality industry has made the competition tough among the organization involved hospitality business, there is an imperative need for the organization to fight the competition and to remain in the list of guest preference list, it is again important to be the first choice of the guest. The skilled staff is the answer to the highly competitive business environment and the unskilled staff in the hospitality sector is a big hindrance, which is directly related to the unstructured training and development. So, we can understand that training is very precious process and should be designed and prepared as per the need of the time. The training is prepared and implemented by the human resource department in hotel and contributes in making an effort in improving the performance of the staff, by enhancing the skill, knowledge and attitude.

Review of Literature

The review of literature involves the study made by the various authors in field of training in the hospitality industry, which aims for the formulating the effect and importance of training in hospitality industry. Rodgers, (1986) defines training as having narrow goal specifying the right way to do something. Accordingly, Lloyd and Leslie (2006) see training as "a learning process that involves

acquisition of knowledge skills, abilities to enhance the employee's performance" generally, the new employees the manager has primary responsibility for job training, some times it is delegated to senior employee regardless of quality training, which has significant influence on productivity and towards the job, the Van Wart et al (1983) suggest that, training is an application driven process and aimed at identifying and developing skills that are useful immediately in the particular situation. Training is the systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience a planned process to modify attitude knowledge or skill behavior through learning experience to achieve performance in an activity or range of activities its purpose on the work situation is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization Armstrong (1999). The training also effects in change of the attitude and behavior of the employee along with improvement in the skill and knowledge to do some task efficiently. Ultimately, it is the organization which reap the advantage in terms of improvement in productivity and less guest complaints, loss and wastages. The training is given to employee in terms of improving the skill as well as the morale of the staff, so they can feel important among themselves and can realize that organization care for their development in the company. "Training" refers to a systematic approach to learning and development to improve individual, team and organizational effectiveness Goldstein & Ford (2002).

Research Methodology

This study is qualitative research and secondary data is collected from journals, books, published and unpublished information and various concepts, definitions and methods of training about how to evaluate training programmes more productively.

Objective of the Study

1. The prime objective of the study is to know the effects of training on performance and skills of the employee in hospitality industry.
2. The methods of training for training employees in hospitality industry.
3. The findings of the study will assist the organization in making the training program more effective, evaluative and meaningful which can be useful for the employee in their career progressions.

Theoretical Framework

The workforce is the manpower for doing particular type of job, it is about understanding the capacity and skill of the people and then allocating them as per their capability in the organization. The selection of the employee is done from the pool of the human resource available in the market and the suitable applicant is selected as per the standards and the requirement of the job in the organization. One of the staffing objectives has always been and has been advocated for ensuring that people are recruited, they should be retained, Ghauri & Prasad (1995), this objective can be implemented with the

right people in place. The training and development is actually acts as a bridge between the performance of the employee at present and expected performance of the employee. The Training and development falls under HRD function which has been argued to be an important function of HRM, Weil & Woodall (2005).

As according to Gordon, (1992) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

The study by Beardwell et al (2004) says, that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of the staff, so the need for regular investment arise out in training and development. The training also assists the management to prepare the staff in retaining the guest for future as well in the way by increasing the satisfaction levels of the employees.

The Training Benefits

The training offers a range of benefits to the employee and the establishment, the Cole, (2001) summarizes these benefits as are :-

1. "High morale" the employee feels important by undergoing the training and develops a positive attitude towards the establishment and the work.
2. "Lower cost of production" the employee works efficiently and skillfully leaving the chance for mistakes and wastages.
3. "Low turn over", the employee plans to build his or her career in the same establishment as of the feeling of recognition develops among the employee.
4. "Change management", the employee develops the attitude of adjusting as per the situation and circumstances in order to learn new skills and knowledge.
5. "Provide recognition", employee gets noticed by the superiors and the higher management, which increases the chance of promotion and remuneration.

The Need for Training

The training need is imperative for the establishment in order to remain in competition and for increased productivity with minimizing the costs. As per the Wognum (2001), training and development needs may occur at three organization all levels, i.e

1. Strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed.
2. Tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units.
3. Operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

Methods for Training and Development

The training provides an opportunity to the employee to learn and acquire new skills and knowledge in overall to do new assignment or to correct the mistakes done in the past job, but the main objective of the training is to improve performance of the employee with change in the attitude, and also the research done by Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives.

On-The- Job Training

This method of training is given to employee while at the job, during which the employee learn and acquire new skills and knowledge while performing, the whole training is been done under the expert supervision.

Off-The- Job training

The trainee is been taken away from the work and training is been given to the employee without any hindrances, so the employee can focus on the training. Generally, training room is been equipped with necessary audio visual aids to assist the employee in learning.

The study by Armstrong, (1995) contradicts that on-the-job training may consist of teaching or coaching more experienced people or trainers at the desk or at the bench. Every establishment has its own pattern of providing training but essentially the main motive is to upgrade the knowledge, skill and attitude of the employee.

Job Rotation

The employee in Job Rotation is about changing the position of the employee from one job to another, in order to make employee more skilled in different tasks and finally, to the original job.

This makes the employee more interested towards their current employment and responsibilities and helps in increased employee stability in the organization.

Transfer of the employee

The transfer of the employee is done from one place to another, in order to facilitate the operations as according to the set standard among various properties of the establishment. The change in the employee's work environment is been done as to provide the learning atmosphere for the employee at various positions.

Mentoring

The mentoring is about grouping of the fresher or new employee with the expert or manager, which provides an excellent opportunity for the new employee to learn and develop the prescribed skills and standards of the organization. The study done by Devanna, Fombrun & Tichy (1984), explains that the mentoring is about having together the more experienced employees coach the less experienced employees. The mentoring helps the new employee up to great extent as learner has freedom to ask and re-ask the questions in order to acquire new skills, the other employees are kept apart in this

process as they can be provided as to acquire the skills and knowledge to move to next levels in the organization.

Employee Orientation

The orientation program is an excellent opportunity for the new employee to adapt the change that is faced by him or her at the time of joining the establishment, particularly in case of hospitality industry the new employee can utilize this phase to understand the area and related areas under the job profile of the employee. The employee gets an opportunity during the orientation, about the work flow in the particular area of operation and the familiarization among the other staff of the hotel, in hotel orientation the staff is given enough time to adapt and take up the roles in other outlets and areas of the hotel where the employee would have to coordinate in the future.

The employee also gets familiar with the tools and equipment's of the different areas of the operation as the employee should be aware about the various technological advancement of the organization. The training and development programme improves the skills of the employees, inter- departmental training given by the managers or experts of the various areas of the hotel, it helps the new employee to learn the standard procedures of doing a particular type of job in the hotel, for example the new employee in hotel is given training on tea or coffee service in the restaurant by the outlet manager. The formal training can be planned and evaluated later on to know the efficiency of the training programme and its outcome in form of enhanced knowledge and skill of the employee.

Performance of the Employee and Effects of Training

The employee learn and acquire new skills and knowledge in terms of the increase in productivity of the organization or may be in increase in the guest satisfaction and less guest complaints, less wastages. The study by Armstrong (2000), describes employee performance is normally looked at in terms of outcomes, However, it can also be looked at in terms of behavior. Kenney et al (1992), stated that employee's performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, quality and profitability measures, Ahuja (1992) as briefly explained here after. The difference between the efficiency and effectiveness is been explained by Stoner (1996), efficiency is the ability to produce the desired output comes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target. The productivity is judged by considering the measure of the outcome at the end on which the measure or extent of the resources used. The study by Stoner, Freeman and Gilbert Jr (1995), states that the productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services. It is the measure of

how much output is produced per unit of resources employed as stated by Lipsey (1989). It is acknowledged by the Draft (1988), the responsibility of the company managers to ensure that the organizations strive to and thus achieve high performance levels. The management have to ensure that the prescribed set of standards should be followed in order to carve out the required levels of performance by the employees in an organization.

The motivation of the employee is equally important as it helps the employees in increased levels of employee morale and employee feels happy that their participation is important for the management in planning of goals and strategies, as it indirectly helps the organization in improving the performance of the employee. The employee job satisfaction has got an eminent role to play in employees higher performance as a happy employee is more focused to achieve their expected target, either in terms of guest satisfaction or minimizing the costs. This has been studied by, Landy (1985), employees who are satisfied with their job will have higher job performance, thus supreme job retention, than those who are not happy with their jobs. The training is the tool through which employee is polished and prepared for conduction of duties and responsibilities in a way so as to improve overall productivity of the employee while minimizing the costs incurred, along with maintenance of the standards and enhancement of guest satisfaction. The technological advancement in fulfilling the duties and responsibilities while doing the tasks, help the organization to stand up in competitive environment in order to achieve the target and objectives. Providing training to the employee makes the hospitality firms different from other in terms of difference in outcome and quality service to its guests and the change in behavior, attitude of the employee can be directly visualized by the colleagues and the superiors. The training can be also present in the current literature and its effects on the employee performance, studied by Purcell, Kinnie & Hutchinson (2003), Harrison (2000). The employee performance is directly proportional to the hospitality firms performance and is related through a study by Wright & Geroy (2001), that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. The research done in earlier studies on training and its effects on employee performance states that, the employee performance is proportional to that of organization, as by Harrison (2000), Guest (1997), that training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior. In order to meet the expectation the training imparts necessary levels of skillness and knowledge to employee, as it makes the employee enabled to

achieve the desired results. It is training which helps the hospitality firms to know the current level of the employee in executing his or her duties and responsibilities, and degree of training the employee needs to be given. In today competitive environment the hospitality firms are in constant search of upgrading the status of the firm in terms of acquiring and imparting new skills and technological advancement to its employees and use of new machines and equipment's. The employee is motivated through the training, as it is generally considered that the employee after a phase of job in one hotel feels neglected or unrecognized, if been not given any promotion or appreciation. So keeping the employees under any training relevant to the job or for some other securities aspects helps employee to feel noticed and important as in form of attention. The employee always attains the next levels of skills and professionalism through effective training programme, as it is mentioned in the study by Wright & Geroy (2001), that employee competencies change through effective training programs. The future planning is also associated with the training of the employee in the hotel, if the management is planning to open a new property in some other country or location then also trained employees assist the hotel management in imparting training to its newly hired employees for the other properties and acts as trainers. Low morale of the employee, complaints, and staff turnover can be reduced to the extent as employee feels positive about the training and sense of satisfaction is associated with it, that they are developing their inherent capabilities Pigors & Myers (1989).

According to Kenney & Reid (1986) a planned training schedule is a positive and focused insight to reach the learning for employees and to improve the performance.

Planning for Training Includes

1. Identify and define training needs.
2. Define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed.
3. Define the objectives of the training.
4. Plan training programs to meet the needs and objectives by using right combination for training techniques and locations.
5. Decide who provides the training.
6. Evaluate training.
7. Amend and extend training as necessary.

Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization, growth renders stability to the workforce.

The various aspects effecting the performance of the employees are :-

The Management and Employees Relationship

The employees and the management healthy relationship is imperative in context of overall growth of the establishment, as the healthy relationship is directly proportional to higher performance by the employees. The gaps or difference between management and the employees can be

bridged by generating the line of trust between the both, the employees can be included in the decision making procedure of the management as it will ensure a feeling of satisfaction among the workers that they are aware of the regulation, policies and procedures of the establishments and it can reduce any kind of oppositions by the staff union in public and can reduce any disputes if arises. In the study by Carrel, Kuzmits & Elbert (1989) it is stated that employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counter productive behaviors hence improved performance through timely achievement of organizational goals and objectives. But as argued by Ichniowski (1997), that innovative human resource management practices improve performance like use of systems related to enhance worker participation and flexibility in the design of work and decentralization of managerial tasks and responsibilities.

The Work Culture

It can be assumed that the emotional quotient is main guiding factor and has effects in performance of the employee at work, this can be understood with example that in hotels work culture is such that, every employee and the manager at work ensures maximum guest satisfaction and in case of any guest complaints the manager is responsible as he or she has to answer to the management regarding any major guest dissatisfaction. The manager also is dependent on the performance level of the employee for the rendering services to the guests, here if the manager have to ensure that right employee with sufficient amount of experience and knowledge should be available to serve the guest instead of taking any chance of compromising with a less experienced staff to serve the guests. The serving employee is answerable to manager for guest complaints and as a response the employee can be treated badly by the respective manager of the particular service area, it can affect the morale and motivation of the employee and even self-confidence of the employee can be effected resulting in emotionally unstable employee. The emotional instability of any employee in an hospitality establishment can be very destructive which can lead to any accident or disputes at workplace. This situation can be resolved by keeping the doors of personal counselling and training open for those employee which can be guided through so as to convert their negativity or disturbance into productive gesture. The training for handling equipment's and machine's in professional manner to employee can reduce any untoward effect on the performance of the employee and any mishappenings at workplace. In study by Newstrom (2002) Organizations can prevent accidents and maintain good safety records through development of a positive safety culture to ensure good working condition hence performance improvement.

Evaluation of Training

Kirk Patrick's Four Levels of Evaluation of Training

Reaction → **Learning** → **Transfer** → **Results**

In Kirkpatrick's four-level model, each successive evaluation level is built on information provided by the lower level. Assessing Training Effectiveness often entails using the four-level model developed by Donald Kirkpatrick (1994). As per this model the evaluation starts with first level and followed by the second, third and fourth level depending upon the suitability and time limit. The successive levels get their basic information from the previous levels and the effectiveness of the training can be seen by levels as it proceeds which requires a deep analysis.

Evaluation level - 1**Reactions**

The level one of this model emphasis on the reactions of the participants to the training program, questions concerned to the participants are resolved, such question like, what was the relevance of matter in the training program and did the participants liked the program. This evaluation is called "smile sheet". According to Kirkpatrick, every program should at least be evaluated at this level to provide for the improvement of a training program.

The reactions of the participants at level one have importance at next Evaluation level of Learning, the reactions of the participants can be on favorable or on either side.

Evaluation Level - 2**Learning**

The assessment of the training given to the employee is been done in evaluation of training at next level of evaluation, i.e Learning in which the test is been conducted in two phases.

The first phase of test is called pretest and second phase of test is called posttest it is done to know the exact difference in learning made by the learner at this level. It is also an step forward to assess the degree of learning in terms of advancement of skillness, knowledge, attitude and change in behavior of the learners. At this level the measurement is complex task, the participants appears for the test before beginning of the training and at end of the training to know the extent of learning that has been made.

Evaluation Level-3**Transfer**

The level three is the transfer level, which evaluates the extent of change in behavior of the learner that has been occurred due to the training program. The question at this level arises that, do the new skills, knowledge and attitude acquired are been used in the daily work routine of the learner. This level can be considered as the possible assessment of the training effectiveness to the learner, but is at this very hard to say that when one can see change in behavior of the participants of the training program, so it is imperative to decide about when and how often evaluation can be done.

Evaluation Level – 4**Results**

The fourth level is about the results that has been achieved at this level the training is assessed in context of the results in terms of outcome in the business. The whole possible outcome of the business in terms of higher productivity, minimum costs, enhance quality of service or products, higher levels of sales, more profits achievements and less cases of accidents during operations of business can be measured in this level of training evaluation.

Methods for Long-Term Evaluation

1. Send post-training surveys
2. Offer on going, sequenced training and coaching over a period of time
3. Conduct follow – up needs assessment
4. Check metrics (e.g., scrap, re-work, errors, etc.) to measure if participants achieved training objectives
5. Interview trainees and their managers or their customer groups (e.g., patients, other departmental staff) Winfrey, E.C. (1999). Kirkpatrick's Four Levels of Evaluation. In B. Hoffman (Ed.), *Encyclopedia of Educational Technology*.

Benefits of Evaluation

The evaluation is done finally at the end of the training while contributing as an planned and systematic function to control the quality maintenance in an particular set of industry. So its is unprofessional to overlook or neglect this part of the whole training programme, The use of evaluation can be summed down in to the followings:

1. For the Feedback
2. Research
3. Control
4. Intervention

The feedback

The feedback helpsthe trainee terms of changes the trainee had made in attitude and behavior or the level of skillness the trainee has acquired. The feedback also helps the management about the standards of the trainings and if any change required in it can be done accordingly.

Research

The research makes the relation with the attained knowledge, transfer of knowledge to the trainee, it also tells about the prospective and various other dimensional application of the training. We can get the ideas and improved techniques which can further be rediscovered in various other perspectives.

Control

It controls the whole learning process of the learner it can also effectively be dealt with any variation or loopholes in the training programme which can rectified in a way to enhance the quality of whole training program.

Intervention

It helps in keep the training process of the employees with in a line to the aims and objectives of the establishment in the hospitality business. The content of the training can be refined as per the requirements of the standards and the policies of the hospitality establishment followed for the guests and

for the management.

Findings and Discussion

In this chapter the discussion of findings is been made, it can be seen that training has important role to play in improving performance and skillness of the staff at hospitality sector. The operations in hospitality industry is about managing the people while offering services like accommodation and food and beverage services, so the staff must be efficient in communicating and serving to the guest while giving special attention to the guests comfort. Through the studies in selected review of literature, Rodgers(1986) defines training as having narrow goal specifying the right way to do something. As it states in terms of training content which is offered to the trainee attending the training program, as such the training can be made specifically designed to fulfill be the performance gap of the employee but this can be further fortified and refined with use of technological advancement that has been incorporated by the hospitality industry to reduce the time taken to do specific job in a right way at right time, while saving the time and energy of the employees which can be utilized for some other purpose and simultaneously it can be beneficial for the employee in a way to learn use of the latest tools and technique. Suppose the employee is been trained to take food and beverage order in a restaurant from the guest, the employee can be trained with use of the micro systems in punching the order in it in order to save time in placement of order in the kitchen, which will ultimately help the employee in providing the timely service of the food and beverage services to the guests. The use of micro assists employee to quickly know the food and beverage items in the menu with their respective prices reducing the need of looking for the copy of print out menus available in the restaurants. The Lloyd and Leslie (1997), see training as a learning process that involves acquisition of skills, concepts, rules or attitude to enhance the employee's performance of in an activity or a range of activities.

The above study emphasizes of the attainment of skills, knowledge, attitude as per the requirement of the job, the employee should also be prepared with the challenging situations where the guest becomes difficult to be handled. In context of those cases the employee can be trained as per training based on operational issues, which arise out at the times of operations while serving to the guests in a hospitality units. The training should be infused with those methods of handling of difficult guests and situations, which can be based on practical approach of solving the guests complaints, for this inclusion of experienced staff or manager can be done as the trainer for imparting training to their employees. The Van Wart et al (1983), suggested that training is an application driven process and aimed at identifying an developing skills that are useful immediately in the particular situation. As this studies focuses on the training that is useful for handling of particular situation or work, here we know that the hospitality industry is the service industry which involves the people management, and the guest coming down to

avail the services of the hospitality unit. The guests coming to the five star hotel are aware of the instances concerned with the services of the hospitality firms and also are aware about the regular answers and reasons they hear from the employees for any complaints. So here the employee have to be trained in such way, so as to provide solution and reasons which may sound new to those regular guests arriving in the hotel and ultimately be satisfied, it implies that the situations can't be possibly graded particularly as the guest want hear and see new or latest ways to be treated and served. Training is the systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience, planned process to modify attitude knowledge or skill, behavior through learning to achieve performance in an activity or range of activities, its purpose on the work situation is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization Armstrong(1999). The study emphasis on change in behavior of the employee is the outcome of the training, which leads to meet the purpose for the job designed in an organization, the behavioral change has prominent role to play in providing great guest satisfaction while availing the hospitality services offered by the establishment. As this can be argued in a way that a acquiring of skills to do a particular kind of task does not ensures the other interactive changes in the employee while performing a task. A employee should also be looked for changes in their attitudes and behavior especially while acknowledging and interacting with the guests in a hospitality units.

This can be understood through a example of situation, in a restaurant or the any service area of hospitality establishment where guest enters into the restaurant or service area and is not been acknowledge by the employee despite of training in order taking and service of food and beverage services, the employee should also be trained in displaying honest hospitality approach towards their guests in identifying the guests needs well in advance, as soon as the guest is been seen coming towards the service area as it will help in winning the guests and reducing the chances of guests complaints at latter stage. "Training" refer to a systematic approach to learning and development to improve individual, team and organizational effectiveness, Goldstein & Ford (2002). The staff when given specific levels of training, helps directly to save time and costs involved, investment done in training can enhance a establishments financial positions, under performing employees are unaware of loss incurred out of the low productivity. The training can resolve the issues related to performance and assist employee in getting close to perform any given task in most effective way, the staff turnover is reduced with minimum cost of maintenance by reducing chances of equipment breakdown and lesser guest complaints. The trained staff also reduces the regular supervision by the manager in to the work styles of the employee, helps in over development of the employee so as increasing the chances of the

promotion. The trained employee have more job satisfaction and increased levels of self-esteem, which improves the employee to understand the operational aspects of the hospitality establishment. The employee morale gets enhances by inclusion of employees into periodical training sessions, as the employee realizes the importance of his or her presence in the establishment and simultaneously increases the feeling of ownership among the employees which has positive impact on the overall productivity and profit of hospitality establishments. The training and development is actually acts as a bridge between the performance of the employee at present and expected performance of the employee. The Training and development falls under HRD function which has been argued to be an important function of HRM Weil & Woodall (2005). The evaluation of training is imperative as it helps in giving a direction to whole process of training as planned for the employee, the difference observed during evaluation can set base for any modification required in whole training programme and as per the standards and policies of the establishment. The degree of skill, knowledge and attitude acquired by the employee is measured as per the framework marked by the management for employees and the gap in those aspects are been studied as to make changes in the training process to achieve the organization objectives.

Conclusion

The training and development in hospitality industry is mainly related to the issues concerned with guest services offered in hospitality units, it emphasizes on fulfillment and acquiring the necessary skillness and knowledge by the employee to meet the ultimate goal of maximum guest satisfaction. As we can understand the guest in hospitality industry is assumed to a person which is "next to god" and do not want to take second chance in giving guest finest treatment while offering the services, as the guest once makes bad image about the hospitality establishment in his or her mind then it is very difficult task to retain those guests for the future as the same guest shares his or her bad experience with their family and friends and ultimately effects the business of the hospitality firm. The findings of this study suggests for training and development is imperative and has deep impact on performance and efficiency of the employees with respect to their jobs. The subject concerned with the performance gap is to be tweaked for attention on those aspects highlighted after evaluations of the training. The employees participation in training, methods of training, effects of training on the employee at hospitality industry is been studied followed by the evaluation of training and its benefits to the organization and employees is been identified, the findings shows the any ignorance or negligence in imparting and evaluation of training to employees in hospitality industry would lead to loss of revenue in terms of unabling to retain the guests in future and effecting the overall brand image of the hospitality establishment. The establishments involved in hospitality business should give top priority to quality and frequency of planning and imparting

training to its employees and have clear view to develop policies for employees to undergo mandatorily the training offered by the establishment.

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