

Enriching Human Resources Capital through Training and Development in Hotel Industries at Coimbatore

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Abstract-

The paper looks at enriching the human resource factor how they are molding and motivating the human resource capital through by training and development in hotel industries. Most of the hotels are not developed well, because the human resources are not using in a proper way. In that case this study will help how to improve the employee's skill and knowledge through by training and development. The researcher selects this area and use a structured questionnaire and the analysis are factor analysis, one - way ANOVA and regression. To find out how often the training session will be conducted in the hotel industries. After the training session the employee will move on to other hotels. If the hotels have good compensation method employee turnover will be decreased.

Key words- Human Resource Capital, Training and Development, Training Session, Employee Turnover.

I. INTRODUCTION

“The purpose of training is to tighten up the slack, toughen the Body, and polish the spirit”.
-Morihei Ueshiba.

A. Human Resources:

According to Leon C. Megginson, the term human resources can be thought of as “the total knowledge, skills, creative abilities, talents and aptitudes of an organization’s workforce, as well as the value, attitudes and beliefs of the individuals involved.” The term human resources can also be explained in the sense that it is a resource like any natural resource. It does mean that the management can get and use the skill, knowledge, ability etc., through the development of skills, tapping and utilizing them again and again by developing a positive attitude among employees.

B. Training:

After an employees is selected, placed and introduced in an organisation he/she must be provided with training facilities in order to adjust him to the job. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. In other words, training improves changes and moulds the employee’s knowledge, skill, behavior and aptitude and attitude towards the requirements of the job and the organisation. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organizational to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and organisation.

C. Hotel:

British Law defines a “Hotel” or “Inn” as “a place where a bonafide traveller can receive food and shelter, provided he/she is in a position to pay for it and is in a fit condition to be received”. Therefore, a hotel must provide food (and beverages) and lodging to travellers on payment and has, in turn, the right to refuse admission if the traveller is drunk, disorderly, unkempt or is not in a position to pay for the services. By this definition, a hotel must provide rooms and meals. The provision of beverage is subject to local customs and practices.

Training programmes are available for the following areas:

- Food production
- Food and beverage service
- Front office
- House keeping

D. Scope of the Study:

- This study helps to identify the enriching the human resources through training and development in hotel industries.
- This process covers all the activities involved in the people training process, including training need identification, providing training and evaluating effectiveness of training provided.
- To know the employee’s career development and career paths.

E. Objectives of the Study:

- ❖ To study the relationship between designation and sequence of training programme of the respondents.
- ❖ To evaluate the effectiveness of training programme with respect to age of the respondents.
- ❖ To find out the relationship between level of employee performance with respect to frequency of promotion.
- ❖ To compare the relationship between employees experience with respect to career development.

F. Need of the Study:

However, in regards to other industries in the tertiary sector, a lot of scientific and detailed studies have been undertaken by different researchers and institutions. Unfortunately the hotel business has not been able to draw the attention of researcher to any noticeable extent. Very few descriptive studies have been made on Indian hotel business, mostly by the hotel associations and institution drumming up their problems before the government. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It utilizes a systematic and organized procedure by which employee learns technical knowledge and skills.

G. Statement of the Problem:

The motive behind this study is to understand the effectiveness of training and development programs on the employees of hotel industries. The training cannot be measured directly but the change in attitude and behavior that occurs as a result of training. The intension of this research is to analyze and evaluate the effectiveness of training and development process in hotel industries.

In a training session the workers increase absent there is a no use for the training programme. Hotel industries are comparing to other countries in our India have low facilities and less number of hotels is there. Increase the trainer is not fit for the training period (i.e., not that must level of knowledge about the program) it make a problem.

H. Limitation of the Study:

- Some of the information given by the respondents may be bias.
- Could not able to collect the information from all the employees of hotel because of busy schedule of employees.
- The questions that are asked being personal, some of the hesitated to answer it.
- The data given by the respondents are limited to their own perception, opinion, emotion, knowledge, feelings and awareness.

II. REVIEW OF LITERATURE

Human resource development (HRD) literature suggests that investments in training and development (T&D) are associated with a range of individual and organizational benefits (Buckley and Caple, 2007)⁴. As a return on investment, companies expect that training efforts lead to desired direct outcomes such as increased job performance and indirect work-related outcomes such as increased employee satisfaction, retention, and decreased absenteeism. To reach such outcomes, transfer of training should take place (Holton, 2005)⁴.

Rogers (1983)⁹ defines complexity as the extent to which the innovation is perceived to be difficult to use and understand. Studies have shown that complexity, as it is perceived by members of a social unit, will be negatively related to adoption. Training is likely to involve coaching, budding, feedback processes and skills development for managers (Frenkel et al., 1998; Russell, 2002)⁷.

Stanworth (1997)⁷ found that inbound centers are at the top of the training and development tree. Supervisors and managers in inbound call centers are required to be skilled in monitoring calls, in training and coaching employees and in contributing to systematic development and regular feedback process. Taking training and feedback together or separately they both are very important and have a very important role to achieve the organizational goals and targets.

Mohsin Nadeem (2007)⁶ he said point to the fact that equally important with the actual quality and “frequency” of the training programs offered to employees, is the perceived effectiveness of the training programs. According to Kusluvan et al. (2010)², both streams of research have concluded that individual or bundles of HRM practices in the tourism and hospitality industry are considered underdeveloped and inferior compared to other industries.

A review of the literature in hotel settings (Davies et al. 2001; Gonzalez and Garazo 2006; Sun et al. 2007; Tang and Tang 2012; Tsaor and Lin 2004)² indicate that of the many HRM practices studied, two practices were found to be prominent which are training and compensation. In a similar vein, despite these constraints, there has been increasing level of interest on higher usage of HRM practices in the hotel industry (Hoque 1999).

III. RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically.

DATA SOURCES:

a) Primary Data:

The primary data was collected from the respondents by administrating a structured questionnaire and also through observations, interviews and discussion with management team.

b) Secondary Data:

Apart from primary data, the secondary data is being collected through text book, records hotel management, journals from library, academic reports and internet is used for the study.

SAMPLING:

a) Sample method:

Stratified random sampling method is used collect the pertinent data from the respondents in Coimbatore.

b) Sample size:

Field survey technique is employed to collect primary data from the 112 respondents in hotel industries at Coimbatore.

c) Sampling Area and Period of the study:

The research was conducted only at Hotel industries in Coimbatore and the study covered a period of 6 months.

d) Target people:

The study is only targeted in Coimbatore hotel industries. Housekeeping, front office, food and beverage service and food production area workers are target peoples.

TOOLS USED FOR ANALYSIS

a) Instrument:

A structured questionnaire is used, and the type of questions are dichotomous and likert scale.

b) Method:

The research was conducted by using contact methods through questionnaire, interview and observation. The information was collected from both plant workers as well as from management staff. We used to reliable to the questionnaire for *Reliability Test* and *Factor Analysis*. And further analysis *Regression* and *One-way ANOVA*.

Table 1: Reliability Test

Cronbach's Alpha	N of Items
.860	30

Before applying factor analysis, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements are made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scale. If the association is high, the scale yields consistent result, thus is reliable. Cronbach's alpha is most widely used method. It may be mentioned that its value from 0 to 1 but, satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra2002: Cronbach, 1951). I, therefore, used Cronbach's Alpha scale as a measure of reliability. Its value is estimated to be 0.860. If, reliability value is compared with the standard value alpha 0.6 advocated by Cronbach (1951), it has been found that the scales used by us are highly reliable for factor analysis.

Factor analysis:

Factor analysis explores the interrelationships among variables to discover if those variables can be grouped into a smaller set of underlying factors. It is used to assess the number of factors and the loadings of variables.

Table 2: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	1392.685
	Df	435
	Sig.	.000

Kaiser- Meyer-Olkin (KMO) measure of sampling adequacy is useful method to show the appropriateness of data for factor analysis. The KMO statistics varies between 0 and 1.

Kaiser (1974) recommends that values greater than 0.5 are acceptable. Between 0.5 and 0.7 are mediocre, between 0.7 and 0.8 are good, between 0.8 and 0.9 are superb (Field, 2000). In the table given below, the value of KMO for overall matrix is .723, thereby indicating that the sample taken to process the factor analysis is statistically significant.

Table 3: Total Variance Explained

Total Variance Explained						
Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.864	22.881	22.881	4.743	15.810	15.810
2	3.193	10.642	33.523	2.649	8.830	24.640

3	1.843	6.144	39.667	2.067	6.891	31.531
4	1.657	5.524	45.191	1.983	6.610	38.141
5	1.570	5.234	50.425	1.854	6.180	44.322
6	1.437	4.789	55.215	1.731	5.770	50.091
7	1.271	4.236	59.451	1.685	5.618	55.709
8	1.148	3.825	63.277	1.674	5.579	61.289
9	1.059	3.531	66.808	1.656	5.519	66.808
Extraction Method: Principal Component Analysis.						

Principal component analysis (PCA) is used by varimax rotation. The values were analysed by the PCA. Nine variables extracted from the analysis with an Eigen value of greater than 1, which explained 66.808% of the total variance. The first component explains the most and about 61.289% and second component explains 55.709%. The remaining variance is explained by other components.

Table 4: Rotated component matrix

Rotated Component Matrix ^a									
	Component								
	1	2	3	4	5	6	7	8	9
TRAINERS WAY OF DELIVERY									.792
ABILITY TO CLEAR DOUBT				.807					
PRESENT SELECTION METHOD		.796							
ACHIEVE ORGANISATION GOALS						.749			
EMPLOYEE TURNOVER							.853		
IMPROVE PERSONAL COMPETENCY	.808								
MANAGEMENT CAREER PATH			.746						
CONTENT OF THE PROGRAMME								.862	
TIME ALLOTTED FOR THE PROGRAMME	.784								
TRAINING RELEVANT PURSUED JOB					.760				
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.									
a. Rotation converged in 14 iterations.									

The PCA are further orthogonally rotated using varimax with Kaiser Normalization algorithm. It is worth mentioning out here that factor loading greater than 0.30 are considered significant, 0.40 are considered more important and 0.5 or greater are considered very significant. The rotated (varimax) component loadings for the nine components (factors) are listed. In the output have a .862 highest value loaded in the 8th component.

Table 5: The Designation and sequence of training programme conduct of the respondents

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.158	1	3.158	2.761	.099 ^b
	Residual	125.833	110	1.144		
	Total	128.991	111			

a. Dependent Variable: Training Programme Conducted

b. Predictors: (Constant), Designation

H₀ – The correlation between Designation and sequence of training programme conducting is 0(zero).

Regression equation regarding the null hypothesis :($b=0$)

$$Y=a+b*x$$

$$Y=1.735+.147*3$$

$$=1.882*3 = 5.646.$$

That means the designation (Housekeeping, front office, food and beverage service and food production area workers) all level of employee need training programmes in every six months only.

Inference: The significant variable is greater than 0.005. So, there is a no relationship between the Designation and the often training programme is conducted.

One –Way ANOVA:

Table 6: The effectiveness of training programme wise age of the respondents

Factors	20 yrs to30 yrs		30 yrs to 40 yrs		40 yrs to 50 yrs		Above 50 yrs		F-value	Sig
	Mean	Sd	Mean	Sd	Mean	Sd	Mean	Sd		
Content of the programme	1.97	.850	1.98	.944	2.17	.963	1.73	.647	.630	.597
Time allotment	2.33	.711	2.60	.993	2.17	.565	2.91	1.578	2.197	.093
Practical examples	2.37	.999	2.68	1.181	2.17	1.090	2.55	1.293	1.228	.303
Presentation methods	2.57	1.104	2.49	1.159	2.33	.816	2.91	1.221	.738	.532
Interaction of the trainer	2.43	.971	2.36	.764	2.25	.794	2.45	.820	.261	.854
Relevance of the training pursuing job	2.30	1.055	2.34	.939	1.83	.482	2.27	.647	1.962	.124
Employee ask training	2.13	.681	2.30	.907	2.21	.884	1.91	.539	.756	.521

Inference: The significant value of content of the programme (.597) is greater than 0.005. Therefore it is not significant. The significant value of time allotted for the programme (.093) is greater than 0.005. Therefore it is not significant. The significant value of Illustration by practical examples (.303) is greater than 0.005. Therefore it is not significant. The significant value of presentation methods and sharing of information (.532) is greater than 0.005. Therefore it is not significant. The significant value of Interaction of the trainer with the trainees (.854) is greater than 0.005. Therefore it is not significant. The significant value of relevance of the training to the currently pursued job (.124) is greater than 0.005. Therefore it is not significant. The significant value of employee would ask sometimes be provided with the training (.521) is greater than 0.005. Therefore it is not significant.

Table 7: The employee performance wise frequency of promotion

Factors	In the last 6 months		In the last one year		In the last 2 year		Above 2 years		F-value	Sig
	Mean	Sd	Mean	Sd	Mean	Sd	Mean	Sd		
Coming up new Ideas	1.84	.973	2.16	.939	2.29	.588	1.69	.630	2.044	.112
Achieve organisational goals	2.11	.894	2.09	.603	1.94	.556	1.85	.689	.598	.618
Make decisions well	1.92	1.075	2.39	.970	2.00	.707	2.15	1.519	1.462	.229
Communication skills	2.00	.986	2.61	1.061	2.47	.874	2.08	1.038	2.903	.038
Employee turnover	2.53	1.133	2.36	.990	2.24	1.091	2.31	.947	.371	.779
Employee performance	2.58	1.308	2.41	.871	2.12	1.166	2.46	1.266	.666	.575

Inference: The significant value of coming up new ideas is appreciate in our industry (.112) is greater than 0.005. Therefore it is not significant. The most of the employees achieved industrial goals (.618) value is greater than 0.005. Therefore it is not significant. The employees in our industry have been enabled to make decisions well (.229) value is greater than 0.005. Therefore it is not significant. The employee’s communication skills have been improved in this firm (.038) value is less than 0.005. Therefore it is significant level. Training and development has helped reduce employee turnover in our industry (.779) value is greater than 0.005. Therefore it is not significant. Training and development has resulted in higher employee performance in our firm (.575) value is greater than 0.005. Therefore it is not significant.

Table 8: The employee career development wise employee experience

Factors	Less than 1 year		1-3 years		4-7 years		More than 10 years		F-value	Sig
	Mean	Sd	Mean	Sd	Mean	Sd	Mean	Sd		
Improve employee career	2.23	.920	2.27	.817	1.73	.647	1.81	.801	2.688	.050
Improve personal competency	2.74	1.290	2.48	.849	1.82	.603	2.31	.788	2.730	.047
Employee strength and weakness	2.48	1.313	2.34	.888	2.45	.820	1.96	.871	1.410	.244
To achieve career goals	2.74	1.237	2.48	.902	2.18	.405	2.08	.628	2.740	.047
Management career path	2.03	1.016	2.61	.784	1.73	.786	2.08	.744	5.144	.002
Help to my future career	1.87	.991	2.14	.702	1.82	.603	1.88	.588	1.123	.343

Inference: The training practices help the employees in improving their career (.050) value is greater than 0.005. Therefore it is not significant. Training course facilitate you in improving personal competency (.047) value is less than 0.005. Therefore it is significant. Training practices help you to know about their interests as well as their strength and weakness (.244) value is greater than 0.005. Therefore it is not significant. The training function helps the employees to achieve short and long term career goals (.047) value is less than 0.005. Therefore it is significant. The training program enable you to they remain in a technical career path or move into a management career path (.002) value is less than 0.005. Therefore it is significant. Extent to which training helps me in my future career (.343) value is greater than 0.005. Therefore it is not significant.

IV. CONCLUSION

The human resource capital getting enrichment through by the training and development programmes. The programme is conducted in regular periods for the employees. So the hotel industry must to develop the way of skilled employees with the help of training programmes. Because it is a return on investment policy, the employee have the knowledge of the job it improve the productivity.

The success of any hotel nowadays is contingent on having highly knowledgeable and skilled employees to accommodate the many and various needs of the hotel guests, and that therefore the issue of training and development should not be a rare, sporadic or ad hoc activity, but a strategic, well planned and permanent one (Nolan, 2002). The skills and knowledge are indirect strength of employees. That strength is motivated through the training and development programmes. It is used for the hotel industries long term goals and as well as the employee's career path.

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