



TRAINING AS A TOOL FOR RETENTION-A STUDY OF TRAINING PRACTICES OF HOTELS IN GUJARAT

Dr. Julie Patel

Assistant Professor, Sardar Patel College of Administration & Management, Bakrol
Sardar Patel University, Vallabh Vidhyanagar, Gujarat, India

Abstract:

The hotel industry in India is growing at considerable phase but with this growth there also comes problems like attrition of manpower. The research says that training practices play a major role in controlling attrition. This paper focuses on the training practices adopted by the hotels in Gujarat. The data was collected from 540 respondents from 55 different 5 star, 4 star, 3 star, 2 star and star not allotted category hotels in different cities of Gujarat during the period of January to June 2021. It concludes that training practices adopted by 4 and 5 star hotels was regularly and in order to improve the caliber of its workforce in this competitive world, these hotels give compulsory training to their employee.

Keywords: training, practices, hotel industry, Gujarat

INTRODUCTION

The hotel is now one of the largest and oldest sectors in the world (Jameson, 2000). Many innovations occurred all over the world, but when the wheel was invented, many people began to travel from one location and place to another, such as from state to state or country to country, and the concept of the hotel began to grow. England was the first country the origin of the word- HOTEL in 1760; people used to go to inns for food like lunch and dinner. The norman people of England invented the word hotel. The "City Hotel" opened in New York (USA) in 1794 when the modern hotel industry began to take off. The main aim was to provide accommodation and boarding for visitors who had traveled from afar.

The hotel industry, which offers the concept of hospitality, is now the largest field of the service industry (Lashley, 2000). As a result, the hotel industry is also known as the hospitality industry. The hotel industry is one in which hospitality is not offered for free but is paid the charge, depending on the comfort level and service provided. Hotels also provide a variety of extra facilities to their guests, such as restaurants, laundry, a swimming pool, health spas, fitness centers, childcare, and so on. The hotel industry's fundamental values are that customers are always right. Prior to the 1980s, the business hotel industry in India was low and stagnant. The growth of hospitality increased after 1982 due to the Asian Games, which coincided with the liberalization, which sparked tourism interest. The economy is doing well, and many people prefer to spend their extra money on leisure activities. Tourism and hospitality are interconnected with each other. It can be said that "No hotels, No Tourism." According to Sarathy, T. & Purushothaman, S. (2017), the hotel industry gives the job opportunities in various fields such as tour guide, chef, waiter, managers, travel agents etc.

GROWTH OF HOTEL INDUSTRY IN GUJARAT

Gujarat has huge quantity in hotels that provide a sundry and influential choice in accommodation options for both domestic and international visitors, as well as warm hospitality and excellent service. Gujarat has a diverse selection of hotels, from varied inns. Gujarat hotels provide guests with modern facilities and comforts. With their old traditional methods, the hotels warmly welcome their guests.

Courtyard Marriott is one of the multinational brands that opened a hotel in Ahmedabad in 2010. Ahmadabad, Gujarat's central city, has increased its hotel room inventory from 2944 in 2011-12 to 3154 in 2015-16, representing a 7.1 percent increase. The number of hotel rooms was expected to increase by 39.3 percent by the end of 2021. Gujarat hotels also provide excellent service to business and corporate travellers. The hotels have a well-run conference center where business meetings, corporate activities, and training can be held. The Vibrant Gujarat summit has boosted MICE tourism and provided the best opportunities for the hospitality industry at the moment.

Gujarat has a lot of potential and scope in tourism and hospitality. From the Great Rann of Kutch Dhordo to the Saputara hill station, Gujarat's vast tourism network offers scenic beauty, environment, and culture. The State offers a vibrant culture, wildlife sanctuaries, handicrafts, fairs, temples, beaches, etc. Many different types of tourism can be found in Gujarat, all of which contribute to the growth of the hotel business. Religious tourism, commercial tourism, fun tourism, wildlife tourism, archaeological and heritage tourism, cultural tourism, medical tourism, and education tourism are all available in Gujarat (Gujarat Tourism). The tourism industry is a backbone for allied service industries such as aviation, transportation, and hotels.

Today, the hotel industry has risen to the top of the global industry, emphasizing environmentally friendly facilities and the development of new technologies for both domestic and foreign customers.

Gujarat is also recognized as a "Jewel of the West." Gujarat's government has listed the top tourist destinations in the State based on various tourist attractions. The Gujarat government's initiative has highlighted Amitabh Bachchan's fantastic line in the "Khushboo Gujarat Ki" campaign: "Kuch din to guzaro Gujarat mein!" This campaign sparked a lot of curiosity among tourists and increased the number of visitors to Gujarat. In the 2016-17 year, 44.8 million domestic and foreign tourists visited. Tourism Corporation of Gujarat Ltd (TCGL), Gujarat PavitraYatradhamVikas Board (GPYVB), and Gujarat Tourism Opportunity Ltd (GUJTOP) are some of the supporting agencies working for the growth of tourism in Gujarat.

Gujarat is the State attracting the most investment in the hospitality and tourism industry, followed by Karnataka and Maharashtra. White Rann Utsav (Kutch, India's largest district) has a long history of providing the best experiences of desert life and the colourful culture (music, dance, and handicraft) of Kutch, which play an essential role in seasonal jobs. The world's tallest monument, the Statue of Unity, is a popular tourist destination and a popular attraction in both Gujarat and India. The Statue of Unity received 57 crores between November 1, 2018, and September 12, 2019, according to the Gujarat Tourism Department. The total number of NRI and foreign tourists who visited the city was 12.35 lakh in 2019.

ATTRITION IN HOTEL INDUSTRY

The hotel sector's employees are faced with issues such as low wages, lack of dedication to work, limited development prospects, long working hours and low labour relations resulting in a high turnover of employees (Dwesini 2019). The hospitality industry is hurt by the turnover crisis. Amos et al. (2008) addressed the likelihood of minimising turnover if companies adopt a training programme for workers. The backbone of the service industry is its workforce, and they require motivation. Activities related to human resource management, such as hiring and training, significantly reduce employee turnover in the hospitality industry. Hotels are realigning their systems to address this problem. Their HR initiatives have been revised in order to retain staff engagement and work-life balance. Although the hospitality sector is aware of its efforts to track the retention rate and lower personnel turnover, more work still needs to be done.

IMPORTANCE OF TRAINING PRACTICES IN HOTEL INDUSTRY

According to Glodstein and Ford (2002), "Training is described as a structured and systematic procedure to on-going professional learning and development to boost employee's personal, team, and organizational performance".

The most valuable capital in every firm, regardless of the activity, is human capital. Personnel training is crucial in light of the global competition and rapid development. In order to exploit their talents in accomplishing organizational goals, managers must be able to draw in competent employees. Having access to knowledge and information is increasingly important for building competitive advantages in a market economy where uncertainty is quite pervasive. Learning the latest practices through training is one of the most crucial parts of the modern hotel sector. In order to increase employee performance, staff training is a crucial component of human resource management (Dwevidi and Ona2011). It helps employees specialize in their fields of expertise and better utilize their skills. The need for training permeates all levels of the economy, from the national level, where it improves a nation's well-being, to each business, where productivity is increased, all the way down to the individual, whose abilities are improved and who, as a result, improves their position at work (Alipour andSalehi2009).

The hotel industry employs a varied workforce that covers a range of jobs with varying degrees of educational requirement. The requirements for a valet, cleaning staff, and restaurant servers are different from those for check-in staff, concierge services, and management. The entire staff must be trained from top to bottom on a precise set of principles and standards because they all reflect the hospitality culture of the hotel. To remain successful in this competitive market, the hospitality business must sustain its staff with training and development practices. Though, everyone must be trained because the entire crew reflects a hotel's hospitality culture (Baum and Devine 2007). Every hospitality organization has its distinct approach and culture to operations.

Whenever customers arrive into such a property, visitors may also be hailed and received with a floral pattern, as many hotels greet guests by placing chocolate on their pillows. These behaviours are indeed a part of the management culture, style, strategy that seeks to strengthen the customer relations, experience etc. Everybody there enjoys a realistic service thanks to the training at each area. Natural disasters, terrorist attacks can happen anytime; thus, the hotel provides safety and security training to its employees.

RESEARCH METHODOLOGY

Objectives of the study:

1. To study the existing HR training practices in hospitality industry.
2. To study the awareness & perception of employee towards training practices.
3. To understand the impact of training practices in hospitality sectors.
4. To derive a conclusions and suggest measures for further growth of the hotel industry.

The population of the study included 5 stars, 4 stars, 3 stars, 2 stars, and star not allotted hotels in Gujarat, India. To undertake this study, a convenient sampling method was used. Both primary and secondary data sources were utilised in the current investigation. The researcher selected **55** hotels of five star to star not allotted from various districts of Gujarat and response was collected from **540** employees of various hotels. Mean, Standard Deviation, Co-efficient of variance, ANOVA techniques used for the study. The details of the star hotel, number of hotels, and a number of the sample are given below:

Table – 1

Hotel stars and numbers of respondents

Star	No. of Hotels
5-star	9
4-star	8
3-star	25
2-star	4
Star not allotted	9
Total	55

Research interpretation and findings

The highest 47.4 percentage of respondents were from 3 stars, 16.9percentages from 5 stars, 13.9 percent from 4 stars, and the lowest 8.5 percent of respondents were from 2 stars. Majority of the respondents were from 3-star hotels. The aforementioned information suggests that Gujarat has more established 3-star hotels than the majority of other states.

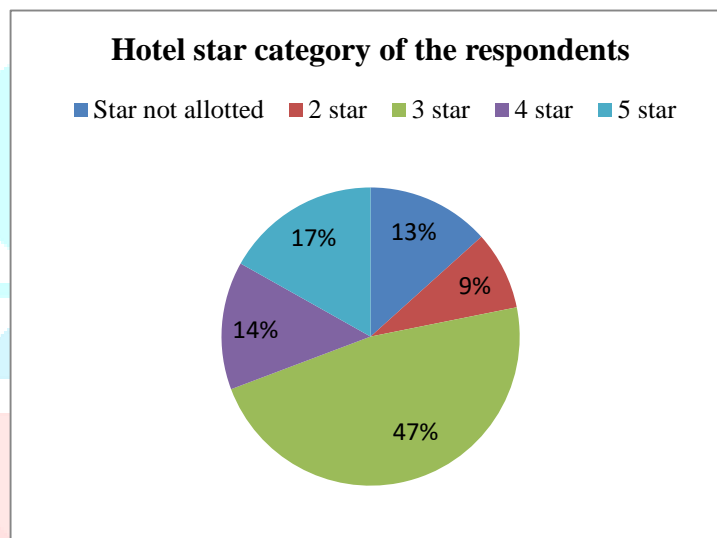


Figure 1 – Hotel star category of the respondents

Table – 2

Mean of statements related to training practices

Statements	Mean	Std. Deviation
TRAINING PRACTICES		
My hotel arranges training programs for its employees on all subjects.	3.870	.6931
Each employee gets an equal opportunity to be nominated for training programs.	3.833	.7220
I am satisfied with the quality of training received.	3.826	.7020
I believe that my training and development give me the necessary skills from time to time to enhance my career and role in the organization.	3.887	.6534
The trainers selected by my hotel have adequate technical, communication, and teaching skills.	3.867	.6678
My seniors are eager to help and provide informal training.	3.989	.5778
I believe that the training given to me has helped me to improve my quality of work	3.941	.6154

I believe that the training has helped me in reducing wastage and minimize the cost of operation.	3.939	.6256
I believe that the training given to me has helped in reducing accidents	3.939	.6167
I believe that training given to me has increased my job satisfaction.	3.919	.6067
I believe that the training helps handle unexpected situations and difficulties confidently.	3.924	.6150

The highest average was 3.989, and the SD was 0.5778 for the statement 'my seniors are eager to help and provide informal training.' This indicates that respondents strongly agreed that senior line managers assist and provide informal training to their subordinates because this service industry comes into direct contact with customers, and many times, the superior is always ready to give the training to their employees based on the situation. It should also be noted that the statement 'I am satisfied with the quality of training received' lowest average of 3.826 and SD of .07020. It is clear that service industries should provide informal and on-the-job training to their employees because this industry has direct contact with customers. As a result, the individual is unhappy with both formal and informal training received while working in the services sector.

Table – 3
Descriptive statistics of star category hotels and training practices

Star category hotels		Training Practices
Star not Allotted	Mean	3.7008
	N	72
	Std. Deviation	.60657
2 star	Mean	3.0889
	N	46
	Std. Deviation	.63549
3 star	Mean	3.9553
	N	256
	Std. Deviation	.48674
4 star	Mean	4.0873
	N	75
	Std. Deviation	.46365
5 star	Mean	4.1758
	N	91
	Std. Deviation	.55195
Total	Mean	3.9030
	N	540
	Std. Deviation	.59604

TRAINING PRACTICES

Training practices were better in 4 and 5 - star category hotels with average value of 4.08 and 4.17, respectively, as compared to all categorized hotels. It has been observed that 4-star and 5-star hotels organize training programs on a regular basis to improve the skill, knowledge, and ability of their employees. This star category hotels also place a higher value on employee development because trained employees are the organization's most valuable asset. It should be mentioned that many high profile customers book rooms in 4 and 5-star hotels. As a result, it is required that the hotels business train its staff in order to raise the standard of their work. Further training also helps to increase job satisfaction, gives the

opportunity for career advancement, and also helps to handle unexpected situations and difficulties with confidence.

H01: There is no significant difference between star category hotels and TrainingPractices.

Table – 4
Descriptives of star category hotels and training practices

Star Category	No.	Average	SD	SE	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
Star not Allotted	72	3.7008	.60657	.07149	3.5582	3.8433	2.09	5.00
2 star	46	3.0889	.63549	.09370	2.9002	3.2777	1.91	4.36
3 star	256	3.9553	.48674	.03042	3.8953	4.0152	2.00	5.00
4 star	75	4.0873	.46365	.05354	3.9806	4.1939	2.00	5.00
5 star	91	4.1758	.55195	.05786	4.0609	4.2908	2.00	5.00
Total	540	3.9030	.59604	.02565	3.8526	3.9534	1.91	5.00

Table – 5
ANOVA of Star category hotels and training practices

	SS	Df	MS	F	Sig.
Between Groups	43.449	4	10.862	39.256	.000
Within Groups	148.036	535	.277		
Total	191.484	539			

The table shows the average and P - value of star category hotels with training practices. At 5% significance level, value is $0.000 < 0.05$. Therefore, the hypothesis is rejected. There is a possibility that significant difference between the star category hotels and training practices in the hospitality industry. It has been noted that 4- and 5-star hotels regularly organize training sessions for their staff to enhance their skill, knowledge, and aptitude. Further, it should be noted that the 3-star category hotels value of 3.95. It was understood that 3-star category hotels also emphasize employee training. They now believe that training improves the handling of guest complaints and reduce accidents and reduces accidents. To avoid these types of challenges, the hotel industry now invests more in training and give periodical training to their employee. It can also be assumed that employees are happy because they believe that training and development give necessary skills for their jobs and enhance their careers.

Post-hoc test interpretation

The post hoc test interprets that the p-value for the star not allotted is 0.00, 2-star is 0.00, and 3-star is 0.02. This means the 5-star and 4-star hotel is a significant difference from the star not allotted, 2-star hotels, and 3-star hotels, so it can be interpreted that training and star-rated hotels are very different from one another.

The outcomes are quite significant. It is logical to assume that when it comes to training practices, it will differ according to the star category. 4-star and 5-star categories hotels compulsorily train their employees because the business class customer high profile customer comes in hotels, so well-trained employees for 4-star and 5-star hotels should be required. Other star categorized hotels also adopt the training practices for their employees for better services provided to their customers.

MAJOR FINDINGS

- The highest 48.7 percent responses were graduates, 19.6 were diplomas, 13.1 percent were postgraduates, 10.7 percent had no formal education, and 7.8 percent were from other education. The majority of the respondents were graduates. It can be inferred that hotels are now recruiting educated employees for their industry.
- The highest 68.0 percent of respondents were from the middle level, 30.2 percent were from the bottom level, and only 1.9 percent of respondents were from the top level.
- Training practices were better in the 4 and 5-star category division with an average 4.08 and 4.17, respectively, compared to all categorized hotels. It has been observed that 4-star and 5-star hotels organize training programs regularly to improve the skill, knowledge, and ability of their employees. This star category hotels also place a higher value on employee development because trained employees are the organization's most valuable asset. Several tourists stay in 4 and 5-star hotels, which is another important point. In order to improve the caliber of its workforce, the hotel business is now required to train its staff members. Additional education promotes career advancement, boosts job happiness, and develops confidence in dealing with unforeseen challenges.
- An ANOVA test was conducted to determine whether there were any appreciable differences across star category hotels and training methods. The hypothesis was rejected, the star category hotels and training methods can thus be said to differ significantly from one another. It was found that 4-star and 5-star hotels regularly organize training programs to improve their employees' skills, knowledge, and ability. This star category hotels also place a higher value on employee development because trained employees are the organization's most valuable asset. A number of tourists stay in 4 and 5-star hotels, it should be highlighted. Therefore, it is now necessary that the hotel business train its staff in order to raise the standard of their work. It may be noted that 3-star category hotels also prioritize employee training.
- The nature of the hotel industry is such that employees come in direct contact with the employees. This raises the need to provide intensive training to the employees. Respondents strongly agreed that senior line managers assist and provide informal training to their subordinates because this service industry comes into direct contact with customers. The superior is often ready to give their employees the training based on the situation. Training also has a relation with job satisfaction. It is recommended that businesses give their personnel on-the-job training to boost productivity and satisfaction.

CONCLUSION

Gujarat is India's sixth-largest state, with over 3500 years of history, cultural treasures, and hospitable people. Gujarat is also known as the "Western Jewel." The dynamic Gujarat summit has increased the number of tourists visiting the state, which has had a direct influence on the hospitality and aviation industries. Saurashtra, South Gujarat, North Gujarat, Central Gujarat, and Kutch circuit are the five circuits that span the tourism destinations of Gujarat state.

A comparative study was conducted on employees from different star grade hotels such as 5 - star, 4 - star, 3 - star, 2 - star, and star not category hotels in Gujarat. The study's main goal was to focus on human resource management practices in the hospitality industry, specifically in the Gujarat region. As per the present study, 4 and 5 star hotels adopt better HRM practices. It was found that 4 and 5-star hoteliers plan and manage their human capital very effectively and work with great foresight; organize training programs regularly to improve their employees' skills, knowledge, and ability. However, in 2-star, 3 star and star not category hotels are trying to implement proper HRM practices.

REFERENCES:

- Alipour, M & Salehi, M (2009), “A study of on the Job Training Effectiveness: Empirical Evidence of Iran”, International Journal of Business and Management, Vol.4, No.11, pp. 63- 68.
- Amos, T., Ristow, A., Ristow, L., Pearse, N. (2008). Human Resource Management. 3 rd Edition. Cape Town: Juta and Co Ltd.
- Baum Tom and Devine Frances (2007) “Skills and training in the hotel sector: The case of front office employment in Northern Ireland”. Tourism and Hospitality Research, Sage Publications, Ltd. Vol. 7, No. 3/4 , pp. 269-280
- Dwesini Nombeko F (2019) “Causes and prevention of high employee turnover within the hospitality industry: A literature review” African Journal of Hospitality, Tourism and Leisure, Vol 8(3) pp.1-15.
- Dwevidi Harsh and OnaLadiwal, (2011) “Training Practices in Indian Organizations: An Overview, HRM Review; an IUP Publication”, Volume No. 11, Issue 7, pp.31-36
- Goldstein, I.L., and J.K. Ford. (2002). Training in Organizations: Need Assessment, Development, and Evaluation, (fourth ed.). Wadsworth.
- <https://www.gujarattourism.com/> retrieved dated on 5th July, 2022.
- Jameson, S. (2000) 'Recruitment and training in small Firms', Journal of European Industrial Training, 24(1), 43-49.
- Lashley, C. (2000), Towards a theoretical understanding, in Lashley & Morrison, In Search of Hospitality, Butterworth Heinemann, pp1-17.
- Sarathy, T. & Purushothaman, S. (2017), “Contemporary trends in hotel industry in India”, International Journal of Advanced Research in Management and Social Sciences, ISSN: 2278-6236, Vol. 6 | No. 4, Impact Factor: 6.943, pp.178-181.

