



INFLUENCE OF EMPLOYEE AGE, EDUCATIONAL QUALIFICATIONS, PERCEPTIONS TOWARDS EFFECTIVENESS OF TRAINING PROGRAMS: A CASE STUDY OF SELECTED HOTELS IN ANDHRA PRADESH

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Abstract: In view of the intense competition amongst the hotels, it has become necessary to impart systematic training to its employees to ensure the service quality levels in the organization. The present study is based on a survey of selected hotels in the state of Andhra Pradesh to ascertain the impact of Employee Age and Educational qualification on his perceptions about training program effectiveness. The reliability of the questionnaire prepared for this study has been verified based on the Cronbach's Alpha of the pilot study responses. The sample has been selected based on stratified random sampling and also convenience sample with a sample size of 650 respondents from a population of 700 hotels in Andhra Pradesh. Based on the statistical analysis of the survey, it has been found that there is a significant difference amongst the various age groups in their perception about Training effectiveness. Similarly, it has been found that there is a significant difference amongst various categories based on educational attainments in their perceptions about training effectiveness.

Index Terms - Training effectiveness, Educational Attainments, Employee Age Groups

I. INTRODUCTION

The hospitality industry is a broad category of fields within the service industry that includes lodging, food and drink, event planning, theme parks and other tourism related sub-fields. Indian hospitality industry has emerged as one of the key drivers of growth among the service sector in India. The initiative taken by the central government to boost the tourism sector has resulted in a growth of 5.20% in tourist arrivals during 2018 which stood at 105.60 lakh arrivals. In view of the promising growth in tourist arrivals in India, the hotel industry (which forms a large segment of the hospitality industry) has emerged as a promising growth sector. The hospitality sector in Andhra Pradesh is expected to register high growth as a result of the initiatives taken by the state government to promote tourism. Andhra Pradesh is planning to create 6 tourism hubs which in turn would result in the growth of hospitality industry.

The proposed tourist hubs are

- (a) Vishakapatnam
- (b) Rajahmundry
- (c) Vijayawada
- (d) Tirupati
- (e) Puttaparthi and
- (f) Srisailam (Ministry of Tourism AP website).

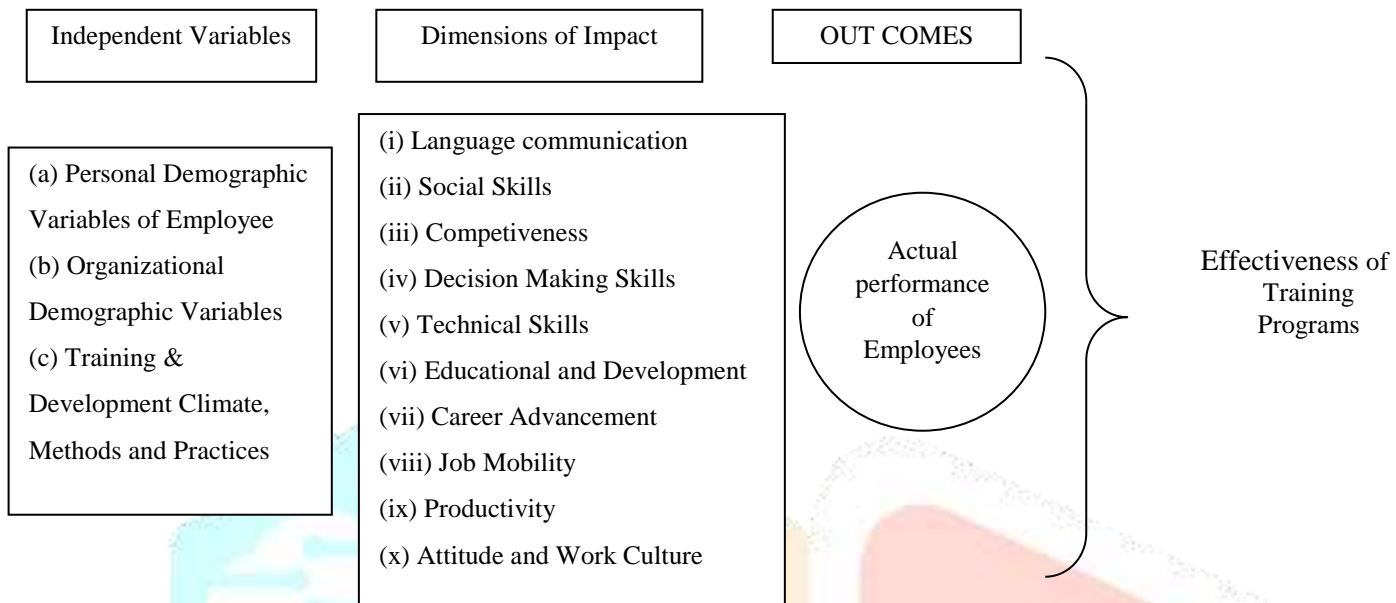
As the Hotel Industry forms a significant part of the Hospitality Industry, the researcher has exclusively focused on the Hotel Industry in his study of the Hospitality sector in Andhra Pradesh. The effectiveness of organizations is dependent on the competencies of its human resources. Further, in the present day competitive environment, the organizational success depends on the continuous improvement and up gradation of the employee skills. For this purpose, employee training becomes vital for the survival and growth of the organization and so most organizations attach due importance to employee training. The hotel industry segment forms a major component of the hospitality industry and further its success depends on the quality of service provided to its customers. Therefore, the top management in the hotel industry aims at achieving superior quality service by focusing on employee training that imparts the right skills to satisfy its customers.

II. SCOPE OF THE STUDY

The Hotel Industry in Andhra Pradesh comprises a wide range of Hotel categories of which the Budget and Star Category Hotels form the major segment, which is the focus of the study.

III. CONCEPTUAL FRAME WORK

Evaluation of Training Programs in the Hospitality Industry (with specific reference to Hotel Industry) in Andhra Pradesh



Based on the above frame work, the present study attempts to evaluate the significance of the impact of employee Age factor and his Educational qualifications on Training Program effectiveness.

IV. HYPOTHESES

The following Null Hypotheses have been framed for this study.

H01. There are no significant differences amongst the various age groups with regard to the employee perceptions on the various dimensions concerning the evaluation of Training Programs effectiveness.

H02. There are no significant differences amongst the employee groups with varying levels of educational attainment with regard to the perceptions on the various dimensions concerning the evaluation of Training Programs effectiveness.

V. SOURCES OF DATA

The data required for this study has been collected from both primary and secondary sources. The primary source is the responses collected from employees in the Andhra Pradesh Hotel Industry using a structured questionnaire designed for this purpose. The secondary data has been obtained from the published and unpublished reports and documents pertaining to the Andhra Pradesh Hotel Industry.

VI. DATA COLLECTION INSTRUMENT AND RELIABILITY

The questionnaire has been designed based on the suggestions of the experts in the field of Hospitality Industry Training. The reliability of the questionnaire has been established through a pilot study. The pilot study with a sample of 100 respondents has been selected from five hotels in Tirupati across different categories in order to identify the deficiencies in the original questionnaire before initiating the main survey. Reliability Analysis (Cronbach's Alpha) was applied to check the reliability of items used in the initial questionnaire. The overall Cronbach's Alpha score has been found to be 0.913 which indicates an overall reliability of 91.3% with respect to the data elements contained in the questionnaire.

VII. RESEARCH METHODOLOGY

For the purpose of the study, a hybrid methodology was selected combining the descriptive and explanatory research methods. The various factors affecting the Training Evaluation and the employee performance have been incorporated while designing the research instrument.

VIII. SAMPLE METHOD – SIZE – UNIT AND PROFILE

According to the requirements of the research work, a Stratified Random cum Convenience sampling technique has been used. This Random sample has been drawn from the list of hotels selected for the study. The list of commercial hotels has been obtained from the Hotel Industry Association Directory. In order to comprehensively cover the entire area of the state of Andhra Pradesh, the sample has been selected from this list. The final selection has been made so as to cover a majority of well-known middle class commercial hotels. In the sample of hotels, employees are identified, who have attended training based on the performance feedback. The list of candidates identified for training has been collected from the records and the dimensions of impact and objective of training is clearly mentioned in the employee case sheet. A rigorous and critical scrutiny was made in the selection of sample respondents. After duly considering the various aspects, the size of the

sample has been arrived at using the following standard formula. In view of the fact that population SD (Standard Deviation) is not known, the sample size is determined by using the Standard Deviation (SD) of the pilot study. The sample size is determined by using the standard formula given below.

$$\text{Sample Size (N)} = (Z * S / E)^2$$

Where, Z= Standard value corresponding to a confidence level of 95% = 1.96, S= Sample SD from the pilot study of 100 samples= 0.651, E= Acceptable error = 5% = 0.05, The sample size (N) = $(Z * S / E)^2 = (1.96 * 0.651 / 0.05)^2 = 651.2296$ and rounded off with 650.

1. Descriptive Statistics

Table-1
Distribution of sample on the basis of Age Group

Age group	Frequency	Percentage
Below	86	13.2
21-30	256	39.3
31-40	135	20.8
41-50	90	13.8
Above 50	83	12.9
Total	650	100.0

Source: Primary data (Field study based on Questionnaire)

It is noted from the table-1, that the sample consists of 74 percent of the employees within the age band of 21-50 years. This indicates that the hotel industry requires a productive age group (below 50 years) of employees to engage in its functions effectively. Further, it is important to identify the skilled employees and develop them through proper training. This helps the industry to grow in a sustainable way.

Table-2
Distribution of sample on the basis of Educational Stream

Educational qualification	Frequency	Percentage
SSC	52	8.0
Intermediate	204	31.3
UG	88	13.5
PG	120	18.5
Professional	186	28.7
Total	650	100.00

Source: Primary data (Field study based on Questionnaire)

As per the table 2, 60 percent of the staff working in the middle and lower level jobs in hotels are possessing an education level higher than Intermediate. As the industry requires trained professionals, the induction of well qualified employees facilitates effective training of the employees.

2. Data Analysis

Null Hypothesis: H01: There are no significant differences amongst the various age groups with regard to the employee perceptions on the various dimensions concerning the evaluation of Training Programs effectiveness.

Table-3
Group Statistics of age profile of respondents

Dimensions of T&D		Age Group in years				
		Below 20	21-30	31-40	41-50	Above 50
T&D Climate	Mean	53.56	60.42	66.06	65.96	65.08
	SD	(18.08)	(13.14)	(6.54)	(9.89)	(9.78)
T&D Practices	Mean	16.27	18.26	18.62	18.76	19.52
	SD	(5.06)	(3.49)	(3.25)	(3.33)	(3.42)
T&D- Influence factors	Mean	43.16	46.89	48.49	50.18	50.35
	SD	(9.80)	(6.51)	(5.07)	(5.88)	(7.18)
T&D- Need Assessment	Mean	41.56	46.27	48.41	49.35	48.55
	SD	(12.17)	(8.41)	(5.87)	(5.79)	(5.54)
T&D- Training methods	Mean	25.28	27.81	28.37	29.73	29.17
	SD	(8.24)	(4.93)	(3.81)	(3.67)	(5.16)
T&D- impact/benefits	Mean	28.77	31.28	31.69	33.39	33.64
	SD	(4.93)	(3.98)	(3.57)	(4.91)	(4.74)
Sources of learning	Mean	29.80	31.87	32.99	33.89	33.16
	SD	(5.82)	(3.65)	(3.43)	(4.37)	(4.47)
Performance appraisal methods	Mean	27.80	30.94	31.69	32.55	33.36
	SD	(9.38)	(6.39)	(4.53)	(5.62)	(5.63)
T&D- suggestions	Mean	45.96	47.93	50.34	48.86	47.32
	SD	(6.67)	(5.56)	(5.27)	(4.51)	(4.79)

Source: Primary data (Field study based on Questionnaire)

Table 3.2: ANOVA results explaining the relationship between Age and dimensions of Training Programs Effectiveness

Dimensions of T&D		Sum of Squares	Mean Square	F value	P value
T&D Climate	Between Groups	10313.926	2578.481	17.704	0.000**
	Within Groups	86657.033	145.642		
	Total	96970.958			
T&D Practices	Between Groups	472.326	118.081	8.812	0.000**
	Within Groups	7972.859	13.400		
	Total	8445.185			
T&D- Influence factors	Between Groups	2905.067	726.267	15.773	0.000**
	Within Groups	27396.266	46.044		
	Total	30301.333			
T&D- Need Assessment	Between Groups	3334.805	833.701	13.220	0.000**
	Within Groups	37522.288	63.063		
	Total	40857.093			
T&D- Training methods	Between Groups	965.445	241.361	9.013	0.000**
	Within Groups	15932.953	26.778		
	Total	16898.398			
T&D- impact/benefits	Between Groups	1239.670	309.917	16.930	0.000**
	Within Groups	10892.190	18.306		
	Total	12131.860			
Sources of learning	Between Groups	864.792	216.198	12.481	0.000**
	Within Groups	10306.833	17.322		
	Total	11171.625			
Performance appraisal methods	Between Groups	1472.199	368.050	9.127	0.000**
	Within Groups	23994.200	40.326		
	Total	25466.398			
T&D- suggestions	Between Groups	1077.821	269.455	9.114	0.000**
	Within Groups	17591.698	29.566		
	Total	18669.518			

Source: Primary data (Field study based on Questionnaire)

In view of the fact that p value is less than 0.001, the null hypothesis is rejected. There is a significant dissimilarity among the age groups with regard to training and development climate, training and development practices followed, factors influencing training and development, training need assessment techniques used, training methods used, impact of training on the performance, sources of learning, methods of performance appraisal and suggestions to improve the impact of training on the Evaluation of Training Programs. Based on the mean value, it is found that a high level of concern for the various dimensions of training and development in hotel industry is found among the employees in the age groups 31-40, 41-50 and above 50 years, when compared to the others in the sample.

Null Hypothesis: H02: There are no significant differences amongst the employee groups with varying levels of educational attainment with regard to the perceptions on the various dimensions concerning the evaluation of Training Programs.

Table 3.3: Group statistics of educational qualification with regard to various dimensions concerning the evaluation of Training Programs Effectiveness

Dimensions of T&D		Educational Qualification				
		SSC	Intermediate	UG	PG	Professional
T&D Climate	Mean	49.56	60.06	64.62	63.63	65.51
	SD	(20.78)	(13.97)	(7.26)	(10.58)	(8.57)
T&D Practices	Mean	15.54	18.31	17.74	18.43	19.25
	SD	(5.61)	(3.20)	(2.92)	(3.43)	(3.84)
T&D- Influence factors	Mean	40.67	46.56	48.67	48.77	49.53
	SD	(10.82)	(7.23)	(5.19)	(5.52)	(5.98)
T&D- Need Assessment	Mean	38.58	45.07	48.42	48.64	49.08
	SD	(13.43)	(8.46)	(5.39)	(6.71)	(6.13)
T&D- Training methods	Mean	22.63	27.09	28.60	29.55	29.33
	SD	(8.54)	(5.23)	(3.46)	(4.43)	(4.26)
T&D- impact/benefits	Mean	28.06	30.47	31.72	33.16	32.86
	SD	(5.79)	(3.91)	(3.44)	(4.50)	(4.28)
Sources of learning	Mean	28.79	31.52	32.05	33.24	33.55
	SD	(5.91)	(3.89)	(3.59)	(4.52)	(3.70)
Performance appraisal methods	Mean	26.60	29.97	31.11	33.41	32.51
	SD	(10.92)	(6.32)	(4.60)	(5.60)	(5.46)
T&D- suggestions	Mean	47.83	48.64	48.56	47.47	48.20
	SD	(7.51)	(5.49)	(5.06)	(5.69)	(5.22)

Source: Primary data (Field study based on Questionnaire)

Table 3.4**ANOVA results explaining the relationship between educational qualification and dimensions of Training Programmes Effectiveness**

Dimensions of T&D		Sum of Squares	Mean Square	F value	P value
T&D Climate	Between Groups	11102.821	2775.705	19.233	0.000**
	Within Groups	85868.137	144.316		
	Total	96970.958			
T&D Practices	Between Groups	547.735	136.934	10.317	0.000**
	Within Groups	7897.450	13.273		
	Total	8445.185			
T&D- Influence factors	Between Groups	3391.668	847.917	18.748	0.000**
	Within Groups	26909.665	45.226		
	Total	30301.333			
T&D- Need Assessment	Between Groups	5287.151	1321.788	22.110	0.000**
	Within Groups	35569.942	59.781		
	Total	40857.093			
T&D- Training methods	Between Groups	2141.907	535.477	21.591	0.000**
	Within Groups	14756.491	24.801		
	Total	16898.398			
T&D- impact/benefits	Between Groups	1383.979	345.995	19.154	0.000**
	Within Groups	10747.881	18.064		
	Total	12131.860			
Sources of learning	Between Groups	1078.029	269.507	15.887	0.000**
	Within Groups	10093.596	16.964		
	Total	11171.625			
Performance appraisal methods	Between Groups	2135.377	533.844	13.614	0.000**
	Within Groups	23331.021	39.212		
	Total	25466.398			
T&D- suggestions	Between Groups	111.930	27.982	0.897	0.465
	Within Groups	18557.588	31.189		
	Total	18669.518			

Source: Primary data (Field study based on Questionnaire)

Since p value is less than 0.001 (in the first 8 cases), the null hypothesis is rejected in the first 8 cases. There is a significant difference among the staff educational qualification with regard to T&D Practices Climate in Hotel industry, T&D practices followed in hotel industry, Factors influencing T&D Practices in Hotel industry, Training need assessment techniques used in hotel industry, Training methods used in hotel industry, Benefits of training impact/ effectiveness experienced by the hotel industry, Sources of learning during training, and Methods of performance appraisal used in hotel industry.

Since p value is greater than 0.01 in the 9th case, the null hypothesis is accepted. There is no significant difference amongst the educational qualification with regard to Suggestions to improve the T&D effectiveness on the performance of employees in hotel industry.

IX. CONCLUSION

Based on the sample survey, it has been observed that the Age of the majority of Employees in the Andhra Pradesh Hotel Industry is less than 30 years (52.5%) while only 13% of employees are above 50 years of age.

It has also been noted that most of the employees in the Andhra Pradesh Hotel Industry have attained Intermediate Qualification or higher qualifications (92%). Another encouraging feature is that nearly 50% of the employees (46.2% exactly) are either post- graduates or professionally qualified.

Based on the Inferential Analysis, it has been found that there is a significant difference amongst the various Age/Educational groups with respect to their perceptions about the Effectiveness of Training Programs.

The Below 20 yrs age group recorded the lowest scores on the overall Training effectiveness while the age group 41-50 registered the highest scores on overall Training effectiveness. This shows that the employees at the prime of their careers benefit the most from the organization's Training Programs.

The employees possessing SSC and Intermediate Level qualifications recorded the lowest scores on the overall Training Effectiveness while the Employees possessing PG/Professional qualifications registered the highest scores on the overall Training effectiveness. This shows that the employees who possess higher educational attainments benefit the most from the organization's Training Programs.

Further, it is also inferred that there is a significant difference amongst the different educational qualification groups with regard to (i) Training and development Climate; (ii) T&D practices followed; (iii) Factors influencing T&D; (iv) Training need assessment techniques used; (v) Training methods used; (vi) impact of training on the performance; (vii) Sources of learning; (viii) Methods of performance appraisal in the hotel industry.

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