



IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE IN HOSPITALITY INDUSTRY IN SONIPAT, HARYANA

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ABSTRACT

The main aim of this study is to observe the impact of training conducted in a restaurant in the city of Sonipat in Haryana on new and already existing employees. A review has been done on different aspects of the training. The findings of this study will reveal how much training actually affects the employee's performance and if they find that training to be useful. There are a lot of factors that need to be taken into consideration so as to ensure effectiveness of training such as management support, attitude, training method and environment, factors related to your job. To be able to keep the staff motivated and for ensuring their overall growth, trainer/management has to identify the different areas of improvement and continuously work with the supervisors and head of departments to make them capable of performing the duties and responsibilities in an efficient manner. The hospitality sector faces a lot of skilled workforce challenges. The ability to succeed in meeting these challenges is the capability of the stakeholders of the industry to work together and deal with their problems and solve them. On the basis of comprehensive research and feedback from hospitality professionals/employees, we are trying to portray a picture of this critical aspect of this industry. We try to find how effective the training methods that are provided to them are and whether they are satisfied and motivated to work because of these methods.

INTRODUCTION TO THE STUDY

There has been a tremendous change in today's working conditions, not just in the hospitality sector but across all sectors and industries. Earlier, job profiles were quite simple, verbally explained and once selected, employees had to do the same job for years and years in exactly the same way. But then certain shifts in customer behaviour and the market caused adaptability to become a huge part of an employee's work profile. Another concept that was earlier not even considered to be important was the concept of training. Employers have to understand and realize that their employees are their most prized possessions, and it is only through effective and efficient functioning of these employees that their business's performance can be improved. Even today not everyone understands the importance of training and the impact it has on the employee's motivation and skill. Training is a full-time process which starts from the time an employee is handed a job offer letter till the time he leaves the organization. It is training that actually distinguishes great organizations from the others and so it is important to know what effective training methods can be and what impact it can have on an employee's performance.

REVIEW OF LITERATURE

(Jaworski & D., 2012) Believed that hotels that provided inadequate training exacerbate staff turnover and Analyzed data to determine connections between training and job commitment and results showed a positive relationship between both.

(Joao, Spowart, & Taylor, 2019) Examined the relationship between human resources, employee productivity and sustainability, Reconfirmed the necessity to up skill employees and Viewed Training as an incentive to the employee and as a contribution to the sustainability as productivity and service quality was improved.

(Suhag, 2017) Conducted a study is to examine the impact of no training for the new employees and re-training of the existing employees and Revealed that implications of no trainings were lesser job satisfaction and job retention which increased the overall cost of the organization in firing and hiring new employees

(Karim, Choudhury, & Latif, 2019) Suggested that employees were motivated through training, Stem into higher performance and concluded that there is need for constant training and development taking into consideration the opposition, customer satisfaction, market dynamics, and net promoter score among others.

(Jaworski, Ravichandran, Karpinski, & Singh, 2018) Assessed that companies do not tend to put much effort into executing effective training techniques, particularly for part-time employees, On-the-job training and job shadowing were found to affect training satisfaction and selected benefits and incentives and training satisfaction impacted commitment

(Asfaw, Argaw, & Bayissa, 2015) Revealed that training and development are positively correlated and have a statistically significant relationship with employee performance and effectiveness and Suggested that the main purpose is improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets

(Mubashar Farooq, 2011) Concluded that training and feedback is able to increase the performance level of all sorts of the organizations, and by wide spreading the implications of these and other more advanced factors of training, quality of the process of teams can be further improved which resulted in giving a better shape to the performance of the employees.

(Sothy, 2019) Concluded that there were benefits of training and development on employee performance, increase in job satisfaction, reduce employee turnover and provided new employees skills, and enhanced competence they need to perform their jobs to contribute to higher productivity and promoted successful succession planning.

(Raza, 2015) Revealed that training and development is unquestionably necessary especially for the unskilled and less experienced employees, Training methods and tools utilized were very effective as these tools have a positive impact on the employee's job performance and also helped them to enhance and improve their skills and job efficiency.

(Chepkosgey, Namusonge, Sakataka, Nyaberi, & Nyagechi, 2015) Study conducted by the authors revealed that training through mentorship has a significant impact on the job satisfaction and retention of the employees and the research deduced that training plays a significant role in an organization's employee retention, productivity and job satisfaction.

(Sandamali, Padmasiri, Mahalekamge, & Mendis, 2018) Revealed that training and development is positively related to employee performance of executive level employees and recommended that the organization should build a correct and logically substantial mechanism to select the employee.

RESEARCH GAP

1. Most of the studies focused on how training and development would affect the organisation but not enough relevant data was found on what training methods can be used, So this paper will be talking about what training methods can be used.
2. No significant data is available on providing cost effective training to employees without compromising on efficiency of training, So this paper would analyze cost effective training methods while ensuring its efficiency.

RESEARCH OBJECTIVE

1. To analyze what training methods are being used by various organizations for employee development and how effective they are in the coming time.
2. To analyze the effect of various training on the performance of employees and their output.

RESEARCH METHODOLOGY

The main goal of our research is to study the 'effect of Training on employee productivity' and 'differentiate between productivity and output of employees that received training and those that didn't in their respective organizations. We created a Google form that had 10 multiple choice type questions along with space for additional information of the individual like name, age, name of the organization, department, rank and educational background. As our paper is based on employee performance and training, the target audience for my research were the employees working in a high-end restaurant.

The sample size in our research resulted in 142 persons in total. Due to a specific nature of research, no specific filter was put in place but there was a constraint of age because only the class of people working in an organization with or without undergoing training could answer the questions. Random sampling technique was used to collect data from as many individuals as possible. The Questionnaire for the same was circulated

through different social media channels such as Whatsapp, LinkedIn, Email, Friends of Friends, etc. This helped it reach a greater number of people with different backgrounds, demographics and opinions. It will ensure the credibility of the research.

Multiple variables were formed while constructing the questionnaire. These variables have been categorized in the form of Dependent and Independent Variables.

Independent Variables

- Demographic variables: Age, Name of Organization, Department, Rank and Educational Background were used to categorize the data collected.
- Provision of Training programmes by the organization to its employees.

Dependent Variable

- Requirement of training for improvement of productivity and output of the employees.
- Benefits of improved productivity of the employees to the organization.

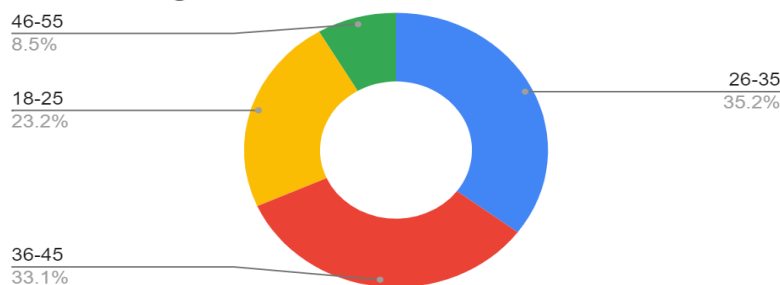
A nominal method of scaling was used to study and measure the opinions of every individual in a quantitative way. It would help in further analysis of data if required in the future.

For this research, statistical tabulation tools were used after collecting enough data. This was done by using cross-referencing variables with independent and dependent variables. Statistical tools used were kept basic so as to make the results conclusive enough to be understood by people who do not have prior knowledge on the subject

DATA ANALYSIS AND INTERPRETATION

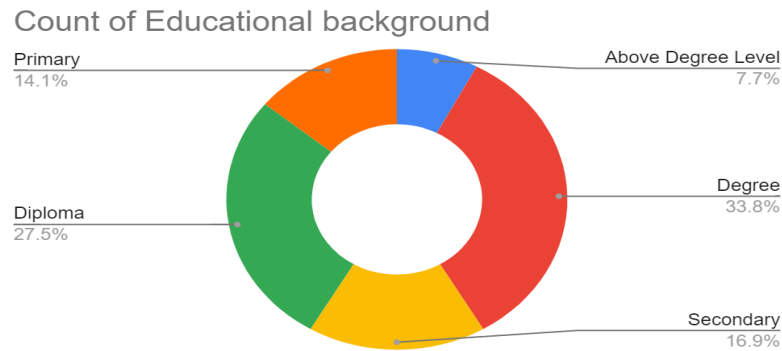
AGE DISTRIBUTION OF RESPONDENTS

Count of Age

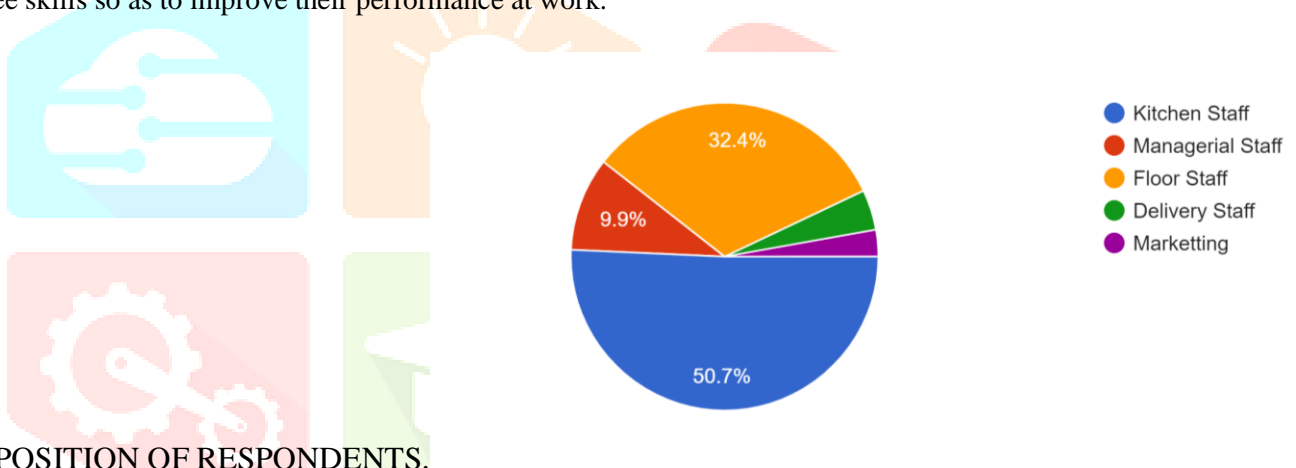


The data obtained from the questionnaire reveals that 50 respondents between 26 to 35 years of age representing 35.2% ,formed the majority. 47 respondents, each between 36 to 45 years of age representing 33.1% and 33 respondents each between 18 to 25 years of age representing 23.2% respectively and 12 respondents each between 46 to 55 years representing 8.5%. The results reveal that the case companies employ mainly young people.

EDUCATION BACKGROUND OF RESPONDENTS.



It is evidenced that the respondents from the case companies hold a range of educational qualifications falling between primary level and above degree level. Of the respondents, 14.1% had on education from the primary level, 16.9% had on education from the secondary level, 27.5% had on education from the diploma level, 33.8% had education from the degree level and only 7.7% had education from above degree level. The majority of the respondents (33.8%) were degree holders indicating that there is much skill amongst the employees in these companies and hence training may not be a very important requirement in these companies but the total of respondents having primary, secondary and diploma is more than 50% hence training is essential to improve employee skills so as to improve their performance at work.



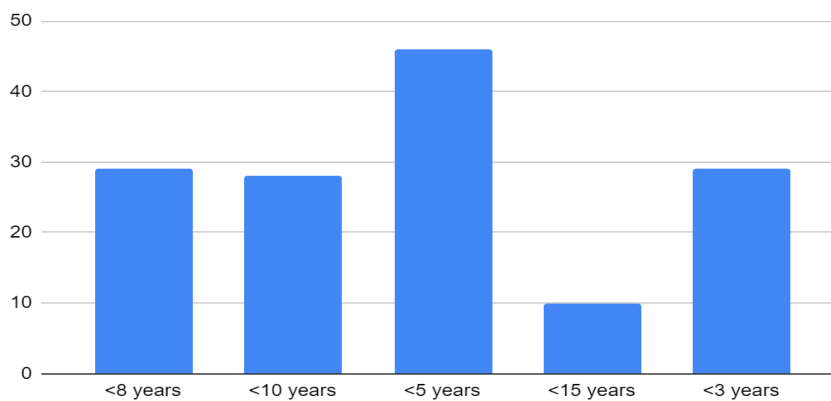
JOB POSITION OF RESPONDENTS.

The above table presents the various job positions held by the employees who participated in the questionnaire. The results in the table reveal that respondents from Kitchen staff formed the majority with 72, representing 50.7%, 46 from the Floor Staff representing 32.4%, 14 from the Managerial Staff category representing 9.9%, 6 from Delivery Staff Category representing 4.2% and 4 from Marketing Team representing 2.8%. These results show that the case company consists of organizational structures consisting of various departments and/or position settings which implies that different levels of training may be required to improve employee performance.

TRAINING AND DEVELOPMENT AT THE CASE COMPANIES

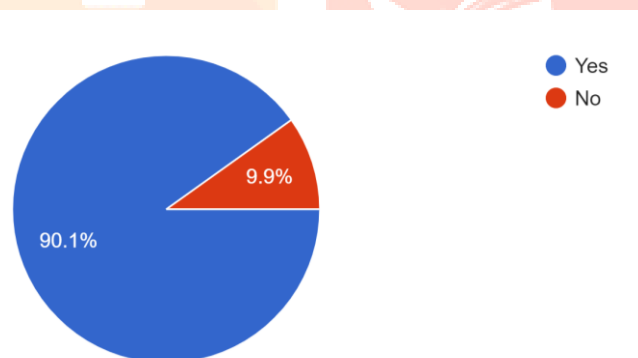
This section continues to present findings from the questionnaire but specifically focuses on the sections on the training and development of personnel from the case companies.

PERIOD OF EMPLOYMENT WITH COMPANY



As illustrated above, it is evident that 32.4% of the respondents have worked for the companies for 3 to 5 years, 20.4% of the entire population have worked for the case companies for 1 to 3 years of age and 5 to 8 years of age, 19.7% have worked for 8 to 10 years of age and the remaining 7% have worked for these companies for 10 to 15 years. These results indicate that the case companies have good employee retention systems. The results also imply that these employees require constant training and development programs to keep them updated with their skills as well as the company developments, for example, technological and industry related developments so as to improve their performance.

RESPONDENT'S PARTICIPATION IN TRAINING



The results in the table above show that 128 respondents representing 90.1% have undergone training . The remaining 14, representing a 9.9%, indicate that they have not gone through any sort of training by the company. This implies that the case company does not target training for all company employees but only for specific ones who need to improve their skills or gain knowledge of the job role from the time they joined the company due to lack of experience. Alternatively, it could be so that training is targeted for specific employees from specific job levels or task-related job training.

SELECTION FOR TRAINING

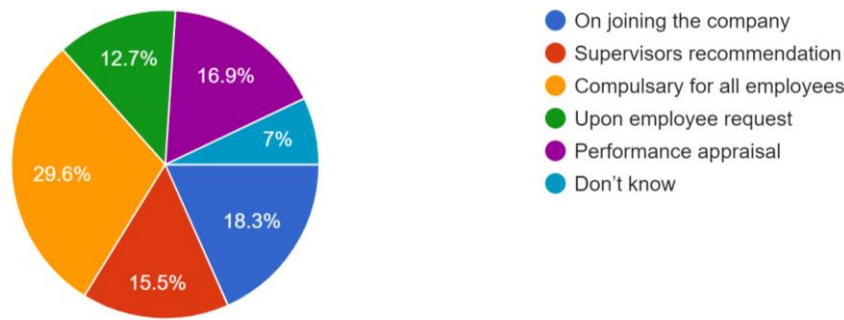
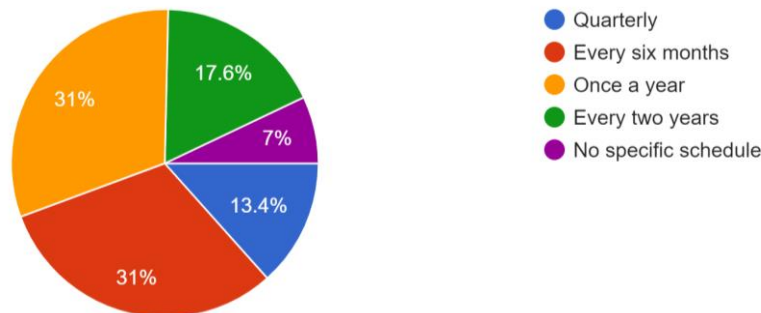
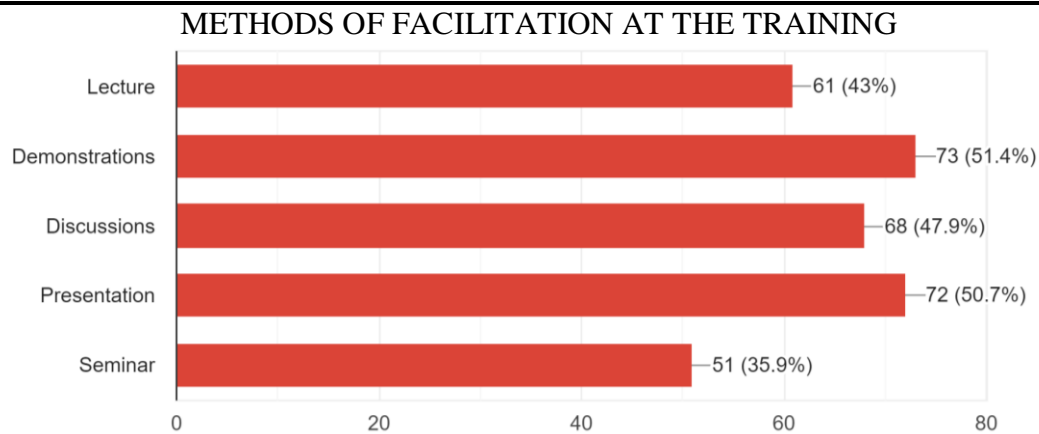


Chart above illustrates the results from the question about how the respondents were selected for training. The results indicate surprisingly that a large number of these respondents were selected to participate and, thus, receive training under the criteria of all employees going through the training. This proportion of respondents is represented by 29.6%. As would be expected in many cases, 26 respondents were selected for training on joining the company and this is represented by 18.3% and 18 respondents were selected for training on performance appraisal representing 16.9%. It is however surprising that although other employees were selected based on their supervisors recommendation (22 respondents representing a 15.5%), upon their own request to receive training (18 respondents representing 12.7%), a few number of the response rate (10 respondents representing a 7%) came from the respondents who were not aware of why they were selected for training. This implies that the training approach employed is mainly compulsory for all employees and only the ones having previous experience or knowledge of the job role by working at the organization for long undergo training after longer intervals of time like once every 2 years as it is not a necessity for them.

TRAINING SCHEDULE



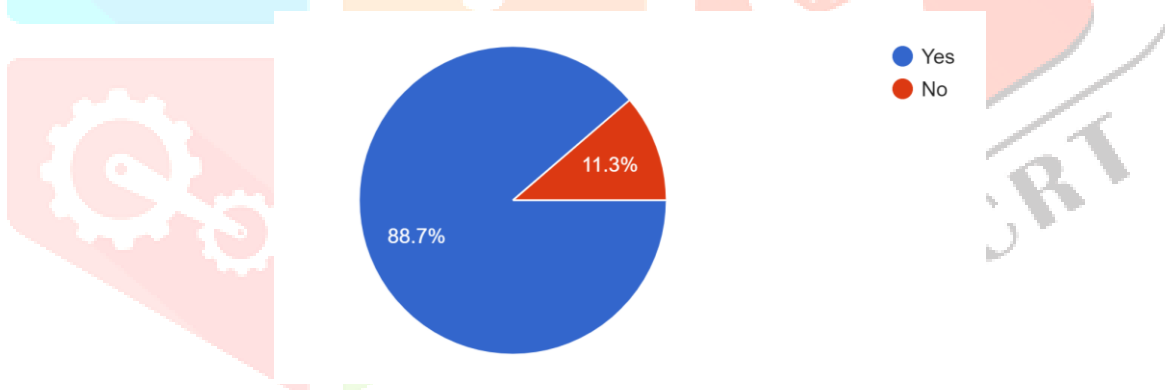
The schedule of employee training at the case companies as reported in the results above indicates that the majority of respondents represented by 31% were under once a year and the other 31% were under every six months. This means that most employees had to undergo training either once a year or once every six months. The other 17.6% of the respondents were seen to participate in training every 2 years, 13.4% participated quarterly and the rest 7% respondents indicated that they had no specific schedule for training.



A number of methods of facilitation that are commonly employed during training are presented in the chart above. These are important in understanding the different ways trainees receive training under the both the on-the-job and off-the-job training method classifications.

As revealed above, the most common methods of facilitation identified by the respondents as prevailing during their training are Demonstrations (representing 51.4%) and presentations (representing 50.7%). The other methods discussions, lectures and seminars represent the remaining 47.9%, 43% and 35.9% respectively. These results indicate that the case companies strongly emphasize Demonstrations and Presentations. This could be partly explained by the nature of the business (being more customer oriented for example provision of good dining experience including food, service and ambience that seem more customer focused).

IMPACT OF TRAINING METHODS ON SKILL.



In analyzing the responses obtained from the respondents on the impact of training methods on their skills, the findings showed that the majority of the respondents, 88.7%, believed that the training methods used during training had an impact on their skills. However, a small percentage (11.3) believed otherwise. This result indicates that the training methods used during training clearly focus on particular skills and, thus, skill development is emphasized.

TRAINING PROGRAMME QUALITY

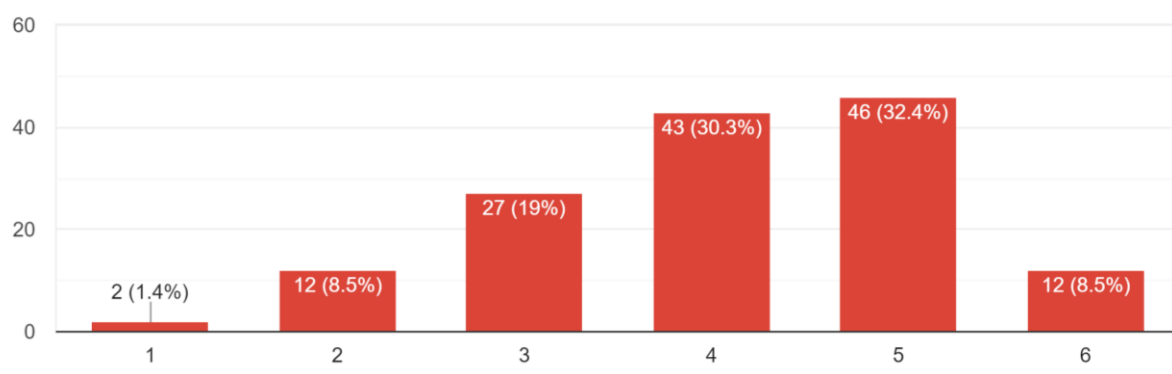
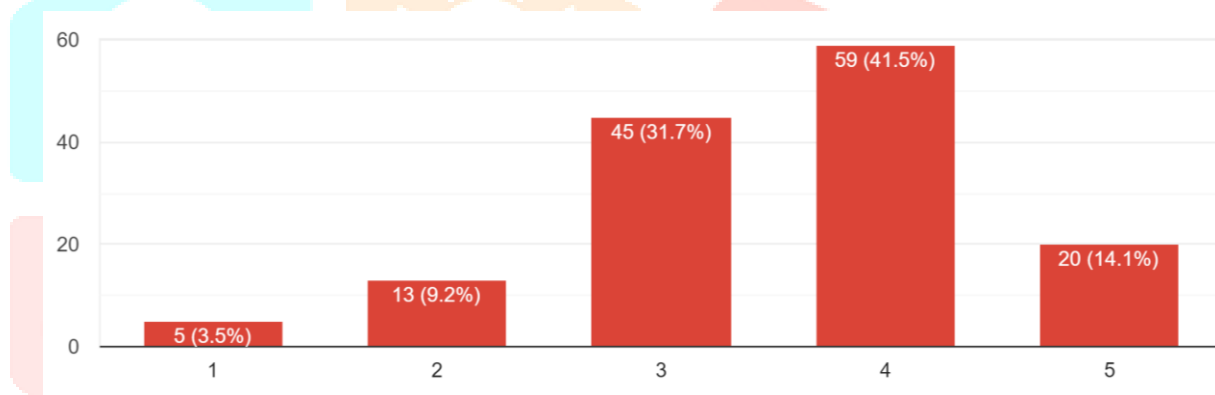


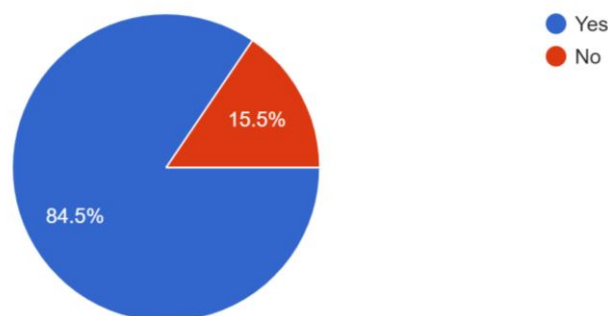
Chart above presents the responses given by the respondents on the quality of the training programmes for which they participated. The findings indicate that the majority of the respondents (46 respondents representing 32.4%) were contented with the quality of the training programmes for which they participated. This result indicates clear deliverance of training content and/or substance to the trainees during the training programme. On the other hand, the 14 respondents representing a 9.9% indicated otherwise.

RELEVANCE OF TRAINING TO RESPONDENTS WORK



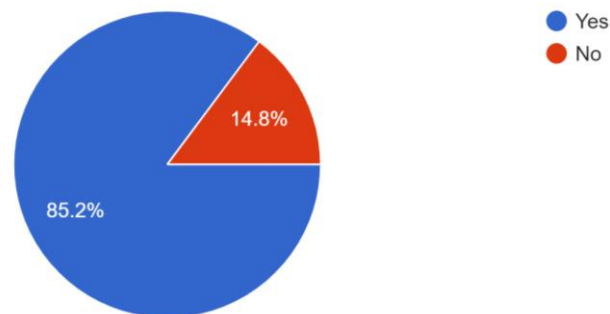
The above chart indicates the relevance of the training received by the respondents to their work. Majority of the respondents (59 representing 41.5%) reported clear effectiveness of these training on their work. This result is in line with the result earlier reported on the selection of respondents for training which revealed that most of these respondents were selected by supervisor's recommendation and compulsory training for all employees. This indicates that organisation puts a lot of emphasis on training that will add value to and thus relevant to the current work for those selected for training.

IMPACT OF TRAINING ON THE PERFORMANCE OF THE RESPONDENTS



The responses in the chart above were collected on the impact of training on the performance of the respondents from the case companies. The relationship is considered relevant as it is the center of this thesis. The results clearly indicate that over 120 respondents representing a great percentage of 84.5% link training to their improved performance. This result is in line with prior literature which presents that training impacts employee performance partly through improving employee skills which enables them to know and perform their jobs better.

NEED FOR FURTHER TRAINING



It was relevant to find out whether the respondents felt the need for further training. Based on the responses above, 121 respondents representing 85.2% of the entire sample revealed a need for further training. Majority of these indicated that based on the nature of their jobs in particular and company businesses in general, there is ever changing technology which presents ever changing customer demands for which they have to cope with. This in their opinion calls for frequent training so as to keep up-to-date in all situations.

CONCLUSION

The above study shows that every employee in this organisation agrees that they have been positively impacted by the training provided to them in respect to their jobs. The organization offers abundant opportunities to develop new skills which in turn have a direct relationship with job satisfaction and customer satisfaction. Training not only cultivates the growth of every individual employee but the organisation as a whole. Training helps them understand their job role better and work efficiently. It makes it easier for a new employee to take in the customs followed in the organisation. It works as a medium between the operations and the human resource departments. After being recruited by the Organization, new employee's orientation and induction in the organisation and making them familiar with the mission and vision of the company is crucial. High income costs more than training and retraining the existing employees. They are able to deliver better customer services and increase the productivity of the organization. Training and Development is always considered as an area where reductions are done in times of financial crisis. But hotels now realize and understand the impact of no training and how it affects the efficiency and productivity of the employees. An employee with low motivation never delivers quality to the customers. Further, various training models should be tailored to bridge the gap between job requirements and employees' present specifications.

The findings reported in this study suggest that training and development have an impact on the performance of employees with respect to their jobs. This result is broadly consistent with existing management literature on training and development. In order to gain more specific knowledge of training and development from the sample company, different questions are presented to the respondents and thus examined. These questions are

focusing on employee participation in training, selection for training, methods of training and relevance of training to the work of the respondents and these questions have been of particular interest because they facilitate an understanding of the training practice in the company under study.

The results from the questions on employee participation in training and selection for training indicate that this company has good and clear policies regarding training and development as all of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the company for all employees and/or through supervisor's recommendation. In examining the question relating to the training programme quality, the results indicate that the programmes undertaken by the sample company are fairly relevant as considered by the respondents' opinions.

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QUESTIONNAIRE QUESTIONS

- 1) For how long have you worked for the organization?
- 2) Have you had any form of training since you joined the organization?
- 3) What was the selection criterion for the training programme, if training provided?
- 4) How often do you undergo training?
- 5) What was the method(s) of delivery at the training programme?
- 6) Did the methods used during the training have any impact on your skill?
- 7) How will you rate the quality of the training programmes that you have attended?
- 8) How would you rate the relevance of the training received with the job role?
- 9) Has the training helped you to improve productivity and efficiency at work?
- 10) Would you require further training for motivation towards output and productivity improvement?

