

The Power of Training: Enhancing Service Excellence in the Hotel Industry in India

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Abstract

The most valuable asset of any organization is its personnel, who utilize capital, materials, and equipment to propel sales, production, operational processes, and exceptional customer service. It is critical to have both training and a supportive work environment. Staff morale and skill development investments reduce employee turnover and foster continuous progress. Employees influence the long-term success and resilience of the organization and propel daily operations. This study investigates how training enhances the abilities of hospitality employees. This industry necessitates continued service quality, robust client interaction, and a dynamic nature, all of which contribute to the need for training. Examining how effective training enhances job performance, employee satisfaction, and organizational success in the hotel industry is the objective of this article. Training teaches both new and existing employees how to perform their responsibilities. Ascertain the necessity of training prior to commencing a program. By identifying discrepancies between current competencies and job demands, organizations have the ability to tailor training programs to address the specific needs of each employee. This ensures that staff members are adequately prepared to carry out their responsibilities and make valuable contributions to the organization's mission. Service-oriented personnel are more valuable. By providing them with a career trajectory and the necessary development to achieve substantial objectives, one can foster their loyalty and motivation. To increase retention, employment contentment and monetary compensation should be added to this. The hospitality industry in India is experiencing significant growth, encompassing hotels, travel and tourism, restaurants, taverns, clubs, bars, contract catering, and aviation. Universities, athletic stadiums, exhibition halls, and event management firms all offer opportunities. Nevertheless, this industry is beset by excessive attrition and a shortage of competent labor. Supervisors and expert caterers are in high demand.

Personnel management, practical expertise, business acumen, analytical prowess, succession planning, and resource development are essential qualities for managers in this field. Communication, workplace decorum, and civility training are occasionally lacking among employees. In order to progress as hospitality administrators, personnel must possess the appropriate mindset, tolerance, and listening skills. Public relations and interpersonal skills within the industry require development

Keywords: Hospitality Sector, Training Program, Reducing Attrition, Employee Motivation, Performance.

Introduction

With the evolving world, the process of managing and attaining staff performance in companies has grown increasingly intricate and requires the ability to do multiple tasks simultaneously. Numerous

companies employ strategies to accomplish their objectives and gain a competitive advantage. Staff members are required to possess creativity, competence, inventiveness, adaptability, and information literacy skills. Training enhances performance and improves organizational efficiency. Task completion is constrained by organizational culture, politics, and various other variables. Certain individuals lack the requisite skills, talents, knowledge, and competencies to complete tasks within the designated timeframe. Employees now have the option to utilize various training programs in order to enhance productivity and alleviate stress. Low-skilled personnel resign due to their lack of understanding of the task. Nevertheless, it is imperative for employees to acquire new knowledge and contribute towards the accomplishment of business objectives. Individuals with a high level of skill and expertise are capable of effectively managing significant and challenging situations. Efficient training equips individuals with the necessary knowledge, abilities, skills, and behaviour required for job. Training enhances productivity and job performance. This might enhance an employee's career and aid them in fulfilling future responsibilities. Lack of personnel training poses substantial market issues for organizations. This typically occurs because the employees of these companies are unable to enhance productivity. Training enables individuals to adjust to market opportunities, technological advancements, and competitive environments. Training facilitates the attainment of organizational objectives by harmonizing the efforts of individuals with the overall aims of the enterprise. Employees are the most valuable resource of a firm, hence enhancing their skills leads to increased productivity (Udaib Preek and T.V. Rao). Training and development are vital for any business. Training has advantages and disadvantages. The effectiveness and growth of an organization are contingent upon the training of its employees. Training enables employees to acquire skills, enhance their performance, and progress in their careers. Modifications in both internal and external environments, as well as the skills and capacities of employees, have an impact on the quantity and quality of training. Training enhances knowledge, skills, abilities, and attributes, hence enhancing worker performance and corporate production. The existing education system is ineffective in imparting job-specific skills to companies. This implies that the company lacks individuals who possess the necessary skills, competencies, and expertise to occupy market positions. Enhancing productivity and performance necessitates the implementation of efficient employee training. The talents and competence of employees enhance the productivity of the banking sector. Bank staff and clients utilize their services due to their customer-centric approach. Bank personnel exemplify the service and significance that consumers appreciate. This study examines the impact of training on the performance of both the company and its staff in various industries. Employee training should include a physical fitness program to improve both employee and organizational performance. Participating in fitness training improves employees' performance and productivity, hence reducing rates of absence and turnover. Training is essential for enhancing production and fostering economic advancement. Allocating resources to high-quality training can result in substantial advantages. The increasing significance of computer skills, driven by technological advancements, requires individuals to continually update and enhance their expertise. The objective of this study is to examine the process of creating training groups and assess the influence of trainees' backgrounds on their job performance. Numerous companies establish training programs to guarantee that personnel stay actively involved in acquiring knowledge about contemporary matters. Companies are reassessing their business plans in light of evolving technologies, the transition towards a service-oriented economy, and the growing diversity of their workforce. An optimal strategy would entail creating tailored training programs that consider the particular circumstances and individual aspects that affect marginalized

workers. This is a current economic and social phenomenon, especially common in the hospitality sector. The modern world is complex, swiftly growing, and continuously changing. The growth of industries was propelled by socio-economic circumstances, demographic disruptions, and evolving preferences and desires. Companies should prioritize employee retention and operational efficiency to meet the growing client demands. Keeping highly skilled employees leads to contented customers. The level of service depends on the competence and attitude of the service providers. Staff must recognize that their actions can significantly influence consumers and strive to get a comprehensive understanding of the processes, technology, and individuals they engage with. They need to understand how the company efficiently combines all elements to fulfil client expectations. Efficient employee performance requires skilled communication, applicable expertise, and bargaining abilities. These criteria by themselves signal the necessity for more training. The purpose of corporate training and learning is clear. The effectiveness of employee service relies on the implementation of suitable training programs.

Define training

Employee upskilling refers to the process of enhancing an employee's knowledge and skills in order to perform a specific job. This type of training is typically provided to operatives. It refers to providing an employee with the precise skills and knowledge necessary to excel in their job. It is an endeavour to enhance the present and future performance of an employee by augmenting their capacity to perform through the acquisition of new knowledge, skills, and a change in attitude. The requirements would be contingent upon the inadequacy in performance. Training courses aim to enhance the individual's abilities and knowledge through education, enabling employees to make informed decisions and find alternate solutions to job-related issues (Mondy and Noe 1998). Service industry employees may need to exercise autonomy in making decisions related to their work and interactions with clients. Therefore, companies must take into account both training and education when designing training programs. The training programmes should include components that allow participants to develop skills, acquire theoretical knowledge, and develop a long-term vision. It is important to provide ethical guidance, emphasize the importance of attitude changes, and focus on developing decision-making and problem-solving abilities.

Objectives

- To identify the relationship between new training skills of employees and the productivity in their performance.
- To understand the need of training to employees in organization and identify the impact on employees satisfaction.
- To identify and evaluate the nature of training programs followed by hospitality industry.

The Indian Hotel Industry:

The Indian hotel industry has undergone significant transformation over the past decade, adapting to technological advancements, environmental considerations, changing consumer preferences, and market segmentation. This evolution has resulted in a diverse range of hotel categories, from upscale luxury hotels to budget accommodations, catering to both domestic and international travelers (S. Prasanth).

In the contemporary day, the hospitality sector places great emphasis on proficiency in business, interpersonal skills, and particularly the attributes of employees, such as knowledge and abilities, which

are crucial for thriving in the industry. The quality of service is contingent upon the attributes of the staff. Therefore, staff training is crucial for various reasons. It enhances productivity by equipping employees with professional knowledge and experienced skills, thereby motivating and inspiring them through the provision of necessary information.

The benefits from the hotel industry:

- **Economic Growth:** India's robust GDP growth, improved per capita income, and increased aspiration spending have fueled the hospitality sector's expansion.
- **Increased Tourism:** Both business and leisure travel have seen growth, with longer stays by international visitors (3-5 days for business and 7-10 days for leisure).
- **Government support:** The government has implemented reforms to liberalize regulations, attract investments, improve infrastructure, enhance connectivity, and incentivize hotel development in tier III and tier IV cities.
- **Market Expansion:** Cities like Hyderabad, Pune, Jaipur, and Chandigarh have become new growth markets, driving hotel development beyond the traditional metropolitan hubs.
- **Current landscape room inventory:** India has over 200,000 hotel rooms across various categories but still faces a shortfall of over 100,000 rooms, indicating strong demand and growth potential(S. Prasanth).
- **Investment and development:** Leading hotel brands are actively investing in new properties, expanding in both metro and non-metro cities.
- **Technological integration:** Technology is extensively used to enhance efficiency and standardize operations across all hotel functions. Innovations include digital check-ins, mobile key access, and automated service requests.
- **Focus on security and amenities:** Hotels are prioritizing guest security, with initiatives like women-only floors equipped with video phones and exclusive amenities for female travelers.
- **Trends shaping the future technology and innovation:** continued adoption of advanced technology to improve guest experience, operational efficiency, and data analytics for personalized services.
- **Sustainability:** Emphasis on eco-friendly practices, such as energy-efficient systems, waste reduction, and sustainable sourcing of materials.
- **Regional and cultural sensitivity:** Customizing services to cater to regional preferences and cultural nuances, enhancing guest satisfaction.
- **Market segmentation:** Targeting different market segmentations, including business travelers, leisure tourists, millennial, and solo female travelers, with tailored services and amenities.
- **Infrastructure development:** Improved air and land connectivity and world-class infrastructure supporting tourism growth and accessibility to new destinations.
- **Challenges and opportunities shortage of skilled workforce:** Addressing the skill gap through effective training programs and professional development to ensure high service standards.
- **Competition:** Navigating the competitive landscape with unique value propositions, superior service quality, and innovation offerings.
- **Regulatory environment:** Adapting to changing regulations and leveraging government support for growth initiatives.

- Economic fluctuations: Mitigating the impact of economic downturns through strategic planning and diversified service offerings.

Impact of technology on hotel industry:

1. Technological advances: Innovations such as online booking systems, digital check-ins, mobile key access, and automated service requests have revolutionized hotel operations. Technology has also enhanced the guest experience through personalized services, virtual concierge systems, and smart room controls.
2. Challenges of adaptation: the fast pace of technological change poses challenges for hotels to continuously adapt and integrate new systems. Maintaining up-to-date technology requires significant investment and ongoing training for staff.

Training in hotel industry:

In modern hotel industry, the competence of employees is pivotal, with their qualities- encompassing knowledge, skills and attitudes- directly influencing service quality and consequently, the hotel's survival and growth (Norazlan and Cawangan). Staff training is essential for numerous reasons:

- Increased productivity: Training equips employees with professional knowledge and experienced skills, leading to higher efficiency and better job performance.
- Enhance service quality: Knowledgeable and skilled staff that provides superior service, enhancing guest satisfaction and loyalty.
- Motivation and inspiration: Training programs provide employees with necessary information and help them understand the importance of their roles, fostering motivation and job satisfaction.
- Professional development: Continuous learning opportunities contribute to employees' professional growth, keeping them engaged and reducing turnover.
- Implementation of HRM practices: Training are key instruments in implementing effective human resource management practices and policies, aligning employees performance with organizational goals.
- Competitive advantage: Hotels that prioritize staff training stay ahead of competitors by maintaining high service standards and adapting to industry changes.

Essential components of effective staff training programs:

- Comprehensive on boarding: Introduce new hires to the hotel's culture, values and operational procedures.
- Continuous professional development: Regular workshops, seminars and courses to update employees on industry trends and new technologies.
- Role-specific training: Tailored training for different roles to ensure specialized skills and knowledge.
- Customer service excellence: Focus on communication skills, handling complaints, and personalized guest services.
- Health and safety training: Ensuring employees are well-versed in safety protocols, emergency procedures, and hygiene standards.

- **Technology training:** Training on hotel management systems, booking engines, and other relevant technologies.
- **Soft skill development:** Programs aimed at enhancing interpersonal skills, problem-solving and teamwork.
- **Performance feedback and assessment:** Regular performance evaluations and feedback sessions to identify training needs and track progress.

Benefits of a well-trained workforce:

- **Higher employee retention:** Employees who receive regular training feel valued and are more likely to stay with the hotel.
- **Improved guest experience:** Well-trained staff provides exceptional service, leading to higher guest satisfaction and repeat business.
- **Operational efficiency:** Employees with the right skills and knowledge perform their tasks more efficiently, reducing errors and increasing overall productivity.
- **Enhanced reputation:** Consistently high service quality builds a strong reputation, attracting more guests and fostering positive reviews.

Training Needs Assessment (TNA) in the Hotel Industry:

Training need assessment, also known as need analysis, is a critical process for identifying gaps between employee performance and desired performance levels. It guides the development of effective training programs that address these gaps and aligns employee's skills with organizational goals (S.M. Denis and S. Amirtharaj).

Importance of TNA:

1. **Identifies Skills gaps:** TNA identifies discrepancies between required competencies and existing employee's skills, ensuring training programs target these deficiencies.
2. **Aligns Training with Organizational Goals:** Ensures training programs support the hotel's strategic objectives, improving overall performance and competitiveness.
3. **Prioritizes Training Needs:** Helps determine which training programs are most urgent and valuable, optimizing resource allocation.
4. **Improves Employee Performance:** By addressing specific skill deficits, TNA enhances employee capabilities, leading to improved service quality and guest satisfaction.
5. **Supports Professional Development:** Facilitates continuous professional development (CPD), keeping employees updated with industry trends and best practices.

Steps in Conducting a TNA:

- **Define Objectives:** Clarify the goals of the TNA. Determine what you aim to achieve and how the assessment will support the hotel's strategic objectives.
- **Gather Data:** Collect information on current performance levels through methods such as surveys, interviews, focus groups, performance appraisals, and observation.
- **Analyze Current Performance:** Evaluate the data to identify gaps between current and desired performance. Assess both individual and organizational performance metrics.
- **Identify Training Needs:** Determine the specific skills and knowledge areas where improvements are needed. Prioritize these needs based on their impact on organizational goals.

- **Develop a Training Plan:** Create a comprehensive training plan that outlines the required training programs, objectives, content, delivery methods, and timelines.
- **Implement Training Programs:** Execute the training plan using appropriate methods such as on-the-job training, workshops, e-learning, and seminars.
- **Evaluate Effectiveness:** Assess the impact of training programs on employee performance and organizational outcomes. Use feedback and performance data to make necessary adjustments.

Why training is important for employees?

- Employee training encompasses a wide range of activities and instructional methods designed to enhance the skills, knowledge, and performance of employees (Prof. Manjiri and Prof. Sandeep). It can take various forms including:
 1. **Safety training:** Ensures employees are aware of workplace hazards and know how to work safely, reducing the risk of accidents and injuries.
 2. **Onboarding:** Helps new hires acclimate to the company culture, policies and procedures, and understand their specific job roles and responsibilities.
 3. **Technology training:** Equip employees with the skills needed to use new software, tools or systems, which is crucial in today's fast-evolving technological landscape.
 4. **Professional development:** Focus on building soft skills, such as communication, leadership, and teamwork, which are essential for career growth and collective collaboration.
 5. **Job specific training:** Provides detailed instructions related to an employee's specific role, ensuring they have the necessary competencies to perform their tasks efficiently.
 6. **Compliance training:** Ensures employees understand and adhere to legal and regulatory requirements, such as data protection laws, industry standards, and company policies.
 7. **Cross-training:** Prepare employees to perform multiple roles within the organization, enhancing flexibility and resource allocation.
 8. **Management and leadership training:** Prepares employees for leadership roles by teaching skills such as decision making, conflict resolution, and strategic planning. By offering diverse training programs, organizations can ensure their employees are well equipped to meet the demands of their roles, adapt to changes, and contribute to the overall success of the business.
- Employee training programs are essential for fostering both personal and professional growth among team members. These programs equip employees with new skills, enhance their existing abilities and keep them updated with industry trends. Employees who feel valued and appreciated are also less likely to leave.
- Employee training programs also provide new hires with valuable insights into their roles and help them understand the work culture of the organization.
- Employee training programs are crucial for helping employees acquire the knowledge needed to adapt to technological changes or any other changes affecting the organization.
- Employee training programs are vital for preparing employees for promotion, which often involve changes in the nature of the work , increased responsibilities, and new challenges.

Here's how training supports this process:

1. **Skill Enhancement:** Training programs help employees develop the advanced skills needed for higher-level roles, ensuring they are ready to handle increased responsibilities.

2. **Leadership Development:** Specialized training in leadership and management equips employees with the knowledge and skills necessary to lead teams and manage projects effectively.
3. **Confidence Building:** Training boosts employees' confidence by providing them with the tools and knowledge they needed to succeed in their new roles.
4. **Strategic Thinking:** Advanced training fosters strategic thinking and decision-making skills, which are essential for higher-level positions.
5. **Performance Improvement:** Continuous learning and development help employees consistently improve their performance, making them strong candidate for promotion.
6. **Adapting To New Challenges:** Training prepares employees to face the new challenges that come with higher positions, such as complex problem-solving and critical thinking.
7. **Increased Accountability:** With promotions comes greater accountability. Training helps employees understand their new responsibilities and how to manage them effectively.
2. **Motivation and Engagement:** Knowing that there are opportunities for advancement through training can motivate employees to engage through training can motivate employees to engage more deeply with their work and strive for excellence.

Benefits of Employee Training:

- How training benefits the organization?
 1. **Enhanced Performance and Productivity:** Employees who are well-trained tend to perform their tasks more efficiently and effectively, leading to higher productivity and better performance across the organization.
 2. **Improved Employee Morale and Job Satisfaction:** Training and development programs show employees that the organization values their growth, which can increase job satisfaction and loyalty.
 3. **Reduced Employee Turnover:** By investing in employees' professional development, organizations can foster a sense of commitment and reduce turnover rates, saving costs associated with hiring and onboarding new staff.
 4. **Better Quality and Innovation:** Continuous training helps employees stay updated with the latest industry trends, technologies, and best practices, leading to improved product or service quality and fostering innovation (K.Aswathappa).
 5. **Enhanced Adaptability:** Training equips employees with the skills needed to adapt to changes in the market, technology, or organizational structure, ensuring the organization remains competitive.
 6. **Compliance and Risk Management:** Training on regulatory requirements and safety standards helps ensure compliance and reduces the risk of legal issues or workplace accidents.
 7. **Talent Development and Succession Planning:** Training programs help identify and prepare employees for higher-level positions, ensuring a strong pipeline of talent for future leadership roles.
 8. **Better Customer Service:** Employees trained in customer service skills can provide better support to clients, enhancing customer satisfaction and loyalty.

- **Benefits in Personnel and Human relations, Intragroup and Intergroup Relations and Policy Implementation:**

Training in personnel and human relations, intragroup and intergroup relations, and policy implementation offers several key benefits for organizations.

Personnel and Human Relations:**1. Improved Communication:**

- Benefit: Training enhances employees' communication skills, leading to clearer and more effective exchanges of information.
- Outcome: Better communication reduces misunderstandings, improves collaboration, and enhances overall productivity.

2. Conflict Resolution:

- Benefit: Training provides employees with techniques to manage and resolve conflicts constructively.
- Outcome: This leads to a more harmonious workplace, reduces tension, and fosters a positive work environment.

3. Empathy and Emotional Intelligence:

- Benefit: Training in emotional intelligence helps employees understand and manage their own emotions and empathize with others.
- Outcome: Higher emotional intelligence improves relationships, boosts morale, and enhances teamwork.

4. Leadership Development:

- Benefit: Training identifies and nurtures leadership potential within the organization.
- Outcome: Stronger leadership drives better team performance, motivates employees, and guides the organization toward its goals.

Intragroup Relations:**1. Enhanced Team Cohesion:**

- Benefit: Training in teamwork and collaboration strengthens bonds among team members.
- Outcome: Teams work more effectively together, leading to increased productivity and a sense of unity.

2. Role Clarity:

- Benefit: Training helps clarify roles and responsibilities within groups.
- Outcome: Clear roles reduce confusion, ensure accountability, and streamline workflow.

3. Innovation and Creativity:

- Benefit: Training encourages open-mindedness and creative thinking within teams.
- Outcome: Teams are more likely to develop innovative solutions and improve processes.

Intergroup Relations:**1. Breaking down Silos:**

- Benefit: Intergroup training promotes understanding and cooperation between different departments or groups.
- Outcome: Improved interdepartmental collaboration leads to better organizational integration and more efficient operations.

2. Diversity and Inclusion:

- Benefit: Training in diversity and inclusion fosters an environment of respect and understanding across different groups.

- Outcome: A more inclusive workplace improves employee satisfaction and attracts a broader talent pool.

3. Shared Goals:

- Benefit: Training aligns groups with the organization's broader objectives.
- Outcome: When groups work towards common goals, overall organizational performance and cohesion improve.

4. Policy Implementation Consistent Understanding:

- Benefit: Training ensures that all employees have a consistent understanding of company policies and procedures.
- Outcome: Uniform policy comprehension reduces errors and ensures that everyone follows the same guidelines.

5. Compliance and Risk Management:

- Benefit: Policy training helps employees understand and adhere to legal and regulatory requirements.
- Outcome: This reduces the risk of non-compliance and associated penalties, protecting the organization's reputation and finances.

6. Efficient Implementation:

- Benefit: Training facilitates the smooth implementation of new policies and procedures.
- Outcome: Employees can adapt more quickly to changes, ensuring minimal disruption to operations.

7. Feedback and Improvement:

- Benefit: Training sessions often provide opportunities for employees to give feedback on policies.
- Outcome: This feedback can be used to refine policies, making them more effective and user-friendly.

Training Methods Used In Hotel Industry:

1. Sort by training objects: Training is differed by disparate groups, one is the top management group, the second group is supervisory management, and the third group is front line employees who participate in operations and providing services. As for the top management group, including general manager, directors, managers and assistant managers of every department, they take care of making decisions. The training should be about building proper economic views, marketing, forming sales strategy, budgeting and cost controlling etc. Supervisory management group is the supportive team in the organization, such as supervisors, team leaders etc. they should be trained about management concept and ability, professional knowledge, customer services and how to deal with guests requests and complaints etc. practical information.
2. Sort by Training Location: According to the location that trainings take place, trainings are separated into in-house training, on-the-job training and outside training. In-house training is organized by the Human Resource department, using hotel facilities such as the training room, staff canteen. On-the-job training is usually held by each department; supervisors, team leaders and trainers are responsible for this kind of training, experienced worker or trainer trains the employee. Outside training refers to training which is held outside the hotel. Trainees attend seminars and conferences, participate in training program organized outside the hotel, or go abroad to other sister hotels for training.

3. Sort by Training Content: Trainings are held for different purposes, some are organized to help new employees to get to know the hotel, some are for improving employees professional skills, therefore, the training can be divided by their contents:
 - **Apprentice training:** To introduce hotel general information and basic skills needed at work to new workers. This training helps building up good relationships between employees themselves and as well as between employees and management team. Moreover, it helps employees to set up the right attitude towards work.
 - **Certification training:** After this kind of training, employee get professional certificate on practical or theoretical tests. It aims to improve employee's skills and motivates them when they pass the tests.
 - **Simulation training** Practical training is held with the help of Human Resource Department, aiming to improve methods of working and increase work effectiveness by simulating the real workplace. This training is in existence in everyday work, therefore it is long-term. In order to have good results from this training, department heads play very important roles by using proper training skills.
 - **On-the-job training** Employees professional quality is the key of hotel services, the rules and principles of work are taught in this kind of training, besides, courtesy, manners and techniques of handling interpersonal relations are taught as well. This kind of training aims to train employees to learn the best way to do the work in the most quickly and effective way.
 - **Language Training** Hotel employees are required to be able to speak one or two foreign languages, for different departments, different work categories or different positions, language requirements also differ. English as an international used language, every staff needs to be familiar with. Another language is required or to be trained depending on the location of the hotel.
 - **Hotel services and administration training** This training is more focused on a specific subject according to the request of improving administration and services, including telephone techniques, guest relations, sales skills, public relations general information and application, safety and first-aid etc.
 - **Cross training** To ensure the communication among departments and increase the ability of adjusting to distinguished environments, cross training is used to assist employees to receive knowledge and skills from other departments.
4. **On-the-Job Training (OJT):** Training conducted directly at the workplace while employees perform their job duties.

Advantages: Immediate application of skills, hands-on experience, and learning in a real-world environment.

Examples: Shadowing experienced staff, rotating through different departments, and practical demonstrations.
5. **Classroom Training:** Structured training sessions held in a classroom-like environment.

Advantages: Focused learning, direct interaction with trainers, and the ability to cover theoretical knowledge.

Examples: Orientation sessions, customer service workshops, and management training courses.
6. **E-Learning and Online Training:** Digital training programs accessed via computers or mobile devices.

Advantages: Flexibility, self-paced learning, and accessibility from any location.

Examples: Online courses, video tutorials, webinars, and interactive modules.

7. **Role-Playing:** Simulated scenarios where employees act out situations they may encounter on the job (Gary dessler, Biju Varkkey).
Advantages: Enhances problem-solving skills, builds confidence, and improves interpersonal skills.
Examples: Handling guest complaints, conducting check-ins, and resolving conflicts.
8. **Workshops and Seminars:** Interactive training sessions focused on specific topics.
Advantages: Engaging learning experience, opportunity for group discussions, and expert insights.
Examples: Customer service workshops, leadership seminars, and sales training sessions.
9. **Mentoring and Coaching:** One-on-one guidance and support from experienced staff or supervisors.
Advantages: Personalized feedback, skill development, and career growth.
Examples: Regular check-ins with mentors, coaching sessions for performance improvement, and career development planning.
10. **Hands-On Demonstrations:** It is the practical demonstrations of tasks and procedures.
Advantages: Clear visual instructions, immediate practice, and better retention of information.
Examples: Demonstrating cleaning techniques, food preparation methods, and equipment usage.
11. **Cross-Training:** It means to train the employees by performing tasks in multiple departments.
Advantages: Increases flexibility, enhances understanding of overall operations, and prepares staff for various roles.
Examples: Training front desk staff to assist in housekeeping, or restaurant servers learning about kitchen operations.
12. **Job Rotation:** By moving the employees through different positions or departments to gain diverse experience.
Advantages: Broadens skill set, prevents monotony, and fosters a better understanding of hotel operations.
Examples: Rotating staff between front desk, housekeeping, and food and beverage departments.
13. **Lectures and Presentations:** It is the formal presentation by the trainers or industry experts.
Advantages: Delivery of comprehensive information, opportunity for Q&A, and exposure to expert knowledge.
Examples: Health and safety briefings, sustainability initiatives, and industry trends presentations.
14. **Interactive Activities:** Engaging training that involves active participation.
Advantages: Enhances engagement, improves teamwork, and reinforces learning through practice.
Examples: Group projects, team-building exercises, and problem-solving activities.

Conclusion

Training is acknowledged as a crucial and ongoing activity in the professional growth of personnel to fulfill organizational needs. It entails the improvement of skills and expertise, especially crucial in areas like hospitality where achieving higher service efficiency is of utmost importance. In addition to enhancing abilities, training also functions as an indicator of the level of service quality provided by personnel in the hospitality business. A strong association exists between training programs and increased service productivity, highlighting the importance of training in boosting service efficiency and promoting better staff performance. Training enables staff to acquire a more profound understanding of their responsibilities, leading to improved responsiveness towards clients and eventually increasing service production.

Although management may sometimes underestimate the importance of training in terms of how employees view improving service productivity, employees consistently desire opportunities to gain new abilities and skills through training. This has a positive impact on their ability to effectively contribute to the organization. The beneficial influence of training on employee performance and satisfaction underscores its crucial role in the success of an organization. Organizations implement innovative approaches in dynamic situations to enhance performance, recognizing the essential role of training. The performance of an organization is intimately connected to the competency of its employees, which is significantly influenced by the human resource techniques used in training. Organizations can promote greater engagement among their staff by implementing many rounds of training. This approach facilitates a better understanding of job responsibilities and encourages collaborative efforts to achieve organizational objectives. To optimize the advantages of training, it is crucial to concentrate on key elements such as requirements assessment, training delivery methods, transfer of training, and instructional design. These variables play a vital role in facilitating efficient knowledge transfer and application. The concrete results of training, demonstrated through increased knowledge and skills among employees, directly lead to improved team and organizational performance.

In a highly competitive environment where the survival of a firm is crucial, the significance of training programs in improving employee performance is undeniable. Organizations should give priority to providing extensive training to all employees in order to maintain competitiveness, recruit skilled individuals, and retain exceptional performers. Investing in the development of individuals not only strengthens the representation of the business but also provides a strategic advantage in achieving operational excellence. Efficient synchronization between employee training and other human resource tasks is crucial for maximizing organizational effectiveness, highlighting the key significance of training in attaining strategic objectives. The incorporation of training into wider human resource procedures enhances its influence, as demonstrated by its association with organizational achievement and competitive edge. The changing nature of the training function highlights its importance in promoting innovation and facilitating transformative change inside businesses. In the end, successful training programs strive to provide significant benefits to both the firm and its stakeholders by improving work satisfaction, performance, and overall productivity.

Recommendations

The hospitality business must strategically develop training programs to equip their personnel with the necessary skills to properly navigate the ever-changing difficulties of a dynamic environment.

In order to enhance the effectiveness of training programs, it is imperative for personnel in the hospitality sector to consistently strive to develop their capabilities, skills, and knowledge.

It is imperative for every hotel in the sector to establish mandatory training programs for their personnel in order to enhance job satisfaction and minimize absenteeism or turnover.

The training programs should be developed based on a thorough assessment of the employees' training needs, with the aim of motivating and enhancing employee morale.

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