

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE: A STUDY OF HRH GROUP OF HOTELS

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Abstract

The present research paper aims to study the Impact of Training and Development on Employees Performance of HRH Group of Hotels. To serve the objective descriptive research design is used and primary data is collected from 34 employees with the help of questionnaire. Data is analyzed with the help of frequency distribution and arithmetic mean and it has been concluded that Majority of respondents are satisfied with the training & development program of HRH group

Keywords: Training, Development, Employee Performance

Introduction

The HRH Group

HRH group of hotels is the chain of heritage palace hotels & resorts in Rajasthan. The headquarter is in Udaipur. Presently the group has properties in Udaipur, Kumbhalgarh, Jodhpur, Gajner, Bikaner, Jaisalmer, Ramgarh & Ranakpur . in HRH Group The basic set up is unit wise decentralization with a central reservations department, situated at the corporate office, city palace Udaipur. The units run independently with the front office dep't, F&B productions, F&B service, housekeeping , Accounts, personnel & stores. The central stores are located at Udaipur. The head office of sales & marketing is at Jaipur & the branch offices are at Udaipur, Ahemdabad Delhi, Mumbai, and Ajmer & Bikaner. The HRH group is preserving royal palaces & resorts across Rajasthan & has developed an authentic heritage circuit in the Indian state

Training & Development

Training is the formal and systematic modification of behavior through learning which occurs of education, instruction, development and planned experience while development is a learning activity, which is directed toward future needs rather than present need. It is concerned more than career growth than immediate performance. Development means those learning opportunities designed to help employees to grow. The training & development methods used in HRH group are Job rotation, Classroom training, Workshop, Job instruction and Orientation

Literature Review

According to **Ivana Nestoroska (2014)**, Training of employee in hospitality industry is one of the vital activities of Human resource department so as to meet the ever-changing demand of the guest on various services which are offered to the guests. So as to adhere with the latest trends, demands of the guest. The employee of the hotel should have all the requisite knowledge, skill and attitude should be in place because then only the employee can meet the guest service demand and can satisfy and give a wow experience to the guest as well.

Alima Dutta Roy and Raghuraman (2015), in their paper have tried to lead a view of pivotal role of training and its impact on the employees of the Indian paper Industry. They have also recommended how the training will increase awareness and the various possibilities, which can result in tremendous production in paper industry throughout India

Burcley & Caple (2016) says, when training and development are well managed, they can contribute to the achievement of organizational goals. Training and development play a

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more long-term strategic role directly or indirectly. The direct role is pursued within the context of training and development. In this respect, training and development can move away from focusing on individual skills to a more strategic approach such a leadership, team, and an organizational strategic plan.

Toffler (2016) states that it is not enough to simply assert that training leads to better workers, better workers lead to higher quality work, which leads to higher customer satisfaction, to more loyal customers to higher revenue. Toffler argues that it is important to show the connection between training, improved performance and more profit. Toffler recommends that, one needs to show training skills critical to the organizational objectives, and to focus on the most important of those skills

Objective

The purposes of this research paper are as follow:-

- To identify the factor affecting the conduction & effectiveness of training & development activities.
- To study the Impact of training and development on employees performance

Research Methodology

(a) Research Design: - To have a better understanding about the issue descriptive research design was used. To get the primary data close ended questionnaire was administrated.

(b) Sample Design: - 34 employees were selected through convenience sampling.

(c) Analysis: - The data collected was analyzed with the help of frequency distribution and Arithmetic mean.

Analysis & Interpretations

A. Demographic Profile of Respondents:

1. Maximum numbers (N=31, Percentage = 91.18) of respondents were male and rest 8.82% respondents (N=3) were female

2. In terms of age majority of respondents (N=29, Percentage=85.29) belong to the age group of 20 - 40 years followed by 14.71 % respondents who belong to the age group of 40 to 60 years. No respondents were from age category of below 20 years and above 60 years age group.

3. It has been observed that 58.82% respondents (N=20) were from urban area and rest 41.18% respondents (N=14) are residing in rural area

4. Maximum number of respondents (N=24, Percentage=64.71%) belongs to Middle level management followed by 23.53% respondents (N=8) who are the part of lower level management. 11.76% respondents (N=4) are from Upper level management.

5. Maximum number of respondents (N=19, Percentage=55.88%) are having working experience of less than 1-5 years followed by 32.35% respondents (N=11) who have experience of 6 to 10 years. 8.82% respondents (N=3) are having experience of above 10 years and rest respondents (N=1, Percentage=2.94%) have experience of less than 1 years.

B. Training Profile of Respondents

1. Majority of respondents (N=23, Percentage= 67.65) indicated they attended training program in last 6 to 12 month followed by 32.35% respondents (N=11) who said that they attended training program in last 6 months.

2. For maximum number of respondents (N=31, Percentage=91.18%) training was made compulsory & 8.82% respondents (N=3) indicated that they were selected by the Supervisor recommendations.

3. It has been observed that mostly used training techniques are case study (N=34, Percentage=100), Lecture & Discussion (N=33, Percentage = 97.06), Apprentice training (

N = 33, Percentage = 97.06) & Readings, Workbooks, Correspondence courses (N=31, Percentage = 91.17)

C. Factors influencing the Conduction & effectiveness of training & development activities

Respondents were asked that how much the various factors affects the Conduction & effectiveness of training & development activities on 5 point scale ranging from 5 (Highly Influential) to 1 (Not at all Influential). The final result is obtained with the help arithmetic mean and results are presented in table 1

Table 1: Factors influencing the Conduction & effectiveness

Attributes	Mean Score	Level of Influence
Mgt. support	4.35	Extremely influential
Legitimate training needs	4.47	Extremely influential
Effective & experienced trainer	3.89	Moderately influential
Learning objective	4.5	Extremely influential
Learner ability & motivation	4.35	Extremely influential
Learner readiness	4.32	Extremely influential
Learner emotional investment	3.69	Moderately influential
In-class practice	4.53	Extremely influential
Out-of class practice	4.47	Extremely influential
Appropriate learning environment	4.5	Extremely influential
Financial resources	2.79	Somewhat influential

The factors which extremely influence the training & development activities are In class practice (Mean Score 4.53) & legitimate training needs (Mean Score 4.47), Out of class practice (Mean Score 4.47), Management support (Mean Score 4.35), Learner ability & motivation (Mean Score4.35), Learner readiness (Mean Score 4.32), Learner objective (Mean Score 4.5), and appropriate learning environment (Mean Score 4.5) . Effective & experienced trainer (Mean Score 3.89) and learner emotional investment (Mean Score 3.69), moderately influence the training & development activities while financial resources (Mean Score 2.79) somewhat affects the training & development activities

D. Impact of training & Development on Employee's Performance

Respondents were asked to mark their opinion for the statements related to Impact of Training & Development of Employee's Performance on 5 point scale starting from 5 (Strongly Agree) to 1 (Strongly Disagree). The final result is obtained with the help arithmetic mean and results are presented in table 2

Table 2: Impact of training & Development on Employee's Performance

Attributes	Mean Score	Level of Agreement
Employees enhancement come through Training & Development	4.35	Strongly Agree
Training and Development brings positive attitude in employees	4.11	Agree
Training and development increase job knowledge of employees	4.41	Strongly Agree
Training and development teach the technique of performing a job to employees	4.5	Strongly Agree

Attributes	Mean Score	Level of Agreement
Competency level of employees increases due to T&D	3.79	Agree
Training and development boost up the morale of the employees	4.32	Strongly Agree
Training and development reduce the stress of the employees	4.24	Strongly Agree
T&D enhance the performance and of the employees as well as of the organization	4.53	Strongly Agree
T&D reduce consumption of time and cost and increase performance	4.47	Strongly Agree
Training and development promote successful succession planning	4.5	Strongly Agree
Training improves the performance of employees and gives more job security	4.38	Strongly Agree
Training increases employee confidence when performing work related task after training	3.69	Agree

It can be seen that respondents have shown agreement or strong agreement with all the statements which shows the positive impact of training & development activities on employees performance. It can be concluded that training & development activities enhances the job knowledge, competency level & performance of the employees.

Conclusions

From this research following conclusions are drawn:-

1. In HRH group the mostly used training techniques are case study Lecture & Discussion, Apprentice training & Readings, Workbooks, Correspondence courses
2. The factors which extremely influence the training & development activities are In class practice & legitimate training needs, Out of class practice, Management support, Learner ability & motivation, Learner readiness, Learner objective, and appropriate learning environment . Effective & experienced trainer and learner emotional investment, moderately influence the training & development activities while financial resources somewhat affects the training & development activities.
3. All the respondents said that they realized the impact of training on their skills Results show the positive impact of training & development activities on employees' performance. It can be concluded that training & development activities enhances the job knowledge, competency level & performance of the employees..

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