

Study on Sustainability of Employees' Performance through Training and Development at Hotel Industry in Kolkata

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Abstract

The training program emphasizes developing the human skills of workers. They primarily need workforce training is to renew and update the knowledge and skills of workers to sustain their effective performance. Whether an organization will survive or not in this competitive society, depends on employees' capability, creativity, innovativeness, and growth of competitiveness, which can be improved by training only. The objective of our research is to find out-the variables affecting employees' performance and the impact of training on the performance of employees in the hotel industry. We got data from 325 employees and used the convenience sampling method. At this research, the independent variables were knowledge, skill, ability, confidence, and behaviour. Our dependent variable was employees' performance improvement. The value of R square was .709. Our result shows that there are significant associations between employees' performance and knowledge, skill, and ability because of the p-value of 0.05 in this research. However, at the same time, it is found that there is no significant association between employees' performance, confidence, and behaviour p-value more than 0.05.

Keywords: *Training, Performance, Convenience sampling, R square, p-value*

Introduction

TRAINING" could also be outlined as a systematic customized program to suit the wants of a selected organization for developing sure attitudes, actions, skills, practice, exercise, knowledge, and skills in workers regardless of their practical levels for a company King, (1968).

Discussions on training stay incomplete while not linking identical to performance appraisal. This is often a result of performance appraisal is one single vital tool that helps when deciding training necessities for a company and it reinforces training activities. There are plenty of misconceptions regarding training, education, and development as discerned earlier; it might be troublesome for us to understand the objectives, roles, and significance of training in a company. Every training program derived a technique, which transforms knowledge and behaviour with the help of knowledge and technic. This study model delineated that it is related to every training & development (MehrdadAlipour,2009).

The new training program conjointly emphasizes on developing human skills of workers due to training and knowledge (Dunette,1976). The primary need for workforce training is to renew and update the knowledge and skills of workers to sustain their effective performance and then conjointly to develop them for future social control positions (Fleishman,1972).

Apart from accentuation on technical and conceptual skills, new training programs conjointly emphasize on developing human skills of workers. Such human talent is critical for effective social relations and sustaining healthy work surroundings. This would like for training thus conjointly cannot be altogether neglected.

Performance means that the degree or extent with that associate worker applies his talent, knowledge, and efforts of employment, appointed to him and therefore the results of that application. We notice the influence of training on return on investment also.

Daniels (2008), Major economic restricting at the macro level and world changes taken along have prompted the Govt of India to begin with a National Renewal Fund (NRF) to grant impact to the exit policy on the one hand and to upgrade the talents of the staff maintained through intensive coaching on the opposite. However, within the current economic state of affairs, companies could also be cut their training budgets; they ought to not stop training. Hotels ought to instead this example as a chance because training grows workers that they are a valued and vital resource. Training is vital because it is an element of the service quality that drives the performance of hotels.

Whether an organization will survive or not in this competitive society, totally depends on employees' capability, creativity, innovativeness, and growth of competitiveness, which can be improved by training only.

An organization's human resource practice (HRP) is emphasized through training and performance appraisal. Organizations are perpetually needed to renew and update the talents of their folks or additionally they are doubtless to encounter the matter of personnel degeneration in this technological modification and world aggressiveness situation.

Training and development is the important factor for increasing the productivity and efficiency of the organization. Training helps in employees' development, improves proficiency, reduces operational costs and other liabilities, etc.

Learning are often defined as knowledge obtained by self-reliant study, experience, or both; the art of deed knowledge, skills, competencies, attitudes, and ideas preserved and used; or modification of behaviour through expertise

The main object of each organization is to enhance its performance, however; it will never be attainable while not the proficient performance of workers. Therefore, restructuring of management, dealing with, and address the issues are possible to obtain through a performance management system. In the banks' sector, a large vary of reforms that concentrate on performance have additionally been enforced

Review of literature

Aguinis & Kraiger (2009) describe the importance of training by stating that it will increase the employees' job performance and convey alternative positive changes like the acquisition of new talents.

Adongo (2014) recommended that maximum organizations show their carelessness about the importance of training and owing to get more attrition, costly hiring of new staff and lastly minimize profit.

Boating (2011) found out that so training encompasses an important impact on worker productivity. Training provides advantages to each the performance workers and therefore the organization through the event of data, skills, competencies, behaviour, and talents.

Where (Bhat, 2013) ascertained the measuring level of performance once being trained. It additionally evaluated the impact of training on employees' performance on their jobs. Keeping these objectives visible, this study presumed that training was completely associated with the duty performance of workers.

As declared by (Jehanzeb, & Beshir, 2013) performance is related to all types of output like quality, quantity, continuousness, punctuality, and work efficiency.

Several measures of performance were analyzed together with compensation, performance appraisal, and structure commitment that multiplied the worker performance. In step with Longenecker (2010), training&worker motivation has a definitive relation that creates the staff additional concern in their jobs and afterward leads to higher performance and productivity each for the staff in addition to for the organizations.

However, another researcher Cooper (2010) found a positive relationship between training programs and workers' job involvement. He argued that if there have been some recognition and money advantages for the high performers at the training programs, the emotions of

reciprocity emerged within the high playacting workers in addition as in alternative ones, that intended them to increase themselves in some ways like adopting new skills, knowledge, and competencies, that ultimately results in improved structure performance.

Training plays a vital role to attain the company goal by integrating the concern of the organization (Stone, 2002).

The main motive of this study is to find out the sustainability of employees' performance through training and development. Employee's performance varies on so many factors i.e. knowledge, working atmosphere, and satisfaction, etc. but there is a clear relation between training and development (Amisano, 2010).

Research says that most organizations are very cautious about spending money on training but increase efficiency, potencies, and overall improvement can possible through proper training (workforce special report, 2006).

Ryan (2008) states that three situations could crop up –training increases worker gratification, employees' ethic, and staffs' continuation, and reduces attrition rate and recruitment cost. Training has been shown to enhance information and successively, information improves the delivery of cordial reception business-related activities.

According to Paat&Rumokoy, (2015), many things come out after training in employees' like communication, commitment or showing interest, planning, or organizing ability. We observe after training improvement in their quality and quantity work also.

One of the vital issues that HRM concern about is what would be the effect of training on performance. It is a matter of organizations how they will train their employees to improve their performance, Iqbal et al, 2014, Padamanaban&Shakeel-Ul-Rehman, 2013; Elanga& Imran, (2013).

Training provides us various benefits not only job satisfaction of employees' but also increase a sense of commitment, combine empowerment too inside the staff (Voegtlin et al., 2015; Ajibade&Ayinla 2014; Sung & Choi, 2014).

The focus of any organization should be to assess the impact of training on trainee's performance and behaviour, to determine the effectiveness of a training program (Kirkpatrick & Kirkpatrick, 2016).

Appiah (2010) proposed that training enhances knowledge, skills, attributes, competencies, ultimately employee performance, and productivity within the organization. Findings of this study showed that coaching improves the abilities, knowledge, abilities, competencies, behaviour, and confidence of the worker.

Similarly, Elnaga & Imran (2013) established that one of the most important practices of human resource management is training that completely has an effect on the standard of employees' ability and knowledge, which leads to a higher worker on the job performance

It is very much required for enhancing knowledge, ability, and talents inside the employees for efficiently executing the task, can possible through training only which will additionally affect worker motivation and commitment Meyer & Allen, (1991).

Training is classified into two major areas one is on the job and the other is off the job training (Sultan et al.,2012). It is proved that on-the-job training is more effective than off the job. There is a complementary relationship between the two. Not only is that it also observed that those who undergo on job training those employees are more efficient than those are received off the job training.

Finally, assessment and enhancement of talent, get a clear picture of the performance of trainees are directly associated with training (Eades, 2014).

The objective of the Study: -

The objective of our research is to find out-the variables affecting employees' performance and the impact of training on the performance of employees in the hotel industry.

Hypotheses

(Null Hypothesis) H₀: Training does not have any impact on performance improvement

(Alternative Hypothesis) H₁: Training does have an impact on performance improvement

Data Collection and Research Methodology

The present research work depends on both the primary and secondary data. We took help from literature, magazines, company’s website while conducting this research work. Present research we used the purposive sampling method.

We collected data from five-star hotels from Kolkata City only. Data were collected from eight five-star hotels. The reason to choose the data because a good number of five-star hotels are situated here. All of these hotels have certification of FHARAI (Federation Hotel and Restaurant Association India). After approaching different people, we got data from only 325 employees. Here, we used the convenience sampling method. Data was collected through a close-ended questionnaire and the timing was from January 2019 to August 2019. At this research, the independent variables were knowledge, skill, ability, confidence, and behaviour. Our dependent variable was employees’ performance improvement.

Data analysis & findings

Demographic details of the participants

The demographic characteristics of the respondents are shown in Tables 4, 5, 6. & 7 (in Annexure I). The gender distribution of the respondents was not equal, female respondents are 16% and male respondents are 84%. The result of respondents age group are given accordingly 18-24 years (44%), followed by 25 to 34 years (32%), 35 to 44 years (12%), 45 to 54 (8%) & 55 to 64 (4%) very less.

In terms of educational qualification, 8% of the respondents did postgraduate, almost 16% of the respondents completed graduate level, 28% of the respondents are belonging a diploma and 48% did under graduation (Higher secondary). The result shows the educational attainment of the respondents is quite good and we can say better than average. With regard to respondents' monthly salary of the job at five stars and above hotel in WB, the largest group included those with a monthly salary of INR 10,000 -15,000 (48%), INR 15,001-20,000 (28%), INR 20,001– 25,000 (12%), INR 25001- 30,000 (8%) & 30,001-35,000 (4%). We can conclude from the above income status that salary, which they are getting, is better than the average and quite good also.

Table: 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension01	.842 ^a	.709	.704	.43053

a. Predictors: (Constant), behaviour, Knowledge, confidence, skill, ability

Table: 2

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.791	5	24.558	132.490	.000 ^a
	Residual	50.418	272	.185		
	Total	173.209	277			

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a. Predictors: (Constant), behaviour, Knowledge, confidence, skill, ability

b. Dependent Variable: Performance improvement

Table: 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	-1.121	.209		-5.361	.000	-1.533	-.709		
Knowledge	.365	.035	.391	10.335	.000	.295	.434	.748	1.337
skill	.170	.047	.157	3.590	.000	.077	.264	.563	1.776
ability	.697	.081	.425	8.654	.000	.538	.855	.444	2.252
confidence	.091	.042	.092	2.180	.030	.009	.172	.606	1.651
behaviour	.010	.036	.011	.288	.774	-.061	.081	.702	1.425

a. Dependent Variable: Performance improvement

The value of R Square was 0.709, which revealed and 70.9% of the variance in the dependent variable was explained by the independent variables. Significant associations between employees’ performance and knowledge, skill, and ability because of p-value of 0.05 in this research. However, at the same time, it is found that there is no significant association between employees’ performance, confidence, and behaviour with the p-value of more than 0.05. Results of the F test also showed a significance of 000(p<.05). The findings of our research also showed the value of knowledge, skill, and ability was only statistically significant (p<.05). Thus, we are accepting the Alternative Hypothesis only and rejecting Null hypothesis. We also checked the Multicollinearity aspects and as a rule of thumb, VIF above 5.0 Suggests problems with Multicollinearity but in our study, it was well below 5.

Conclusion

The result of our paper is in accordance with previous researchers wherein the primary objective of the training is to update the knowledge skills of the workers to sustain their effective performance (Fleishman, 1972). As per (Boating, 2011) the advantage of training is to improve the performance of the workers through the event of knowledge, skills, behaviour, and talents. Similarly, the study of (Jehanzab & Beshir,2013) revealed that the output of training is an improvement in quality, quantity, continuousness, punctuality, and work efficiency. According to (Longenecker, 2010) training & worker motivation has a definitive relation that creates the staff additional concern in their jobs and afterward leads to higher performance and productivity each for the staff in addition to for the organizations. Cooper, (2010) found a positive relationship between training programs and workers' job involvement and adopting new skills, knowledge, and competencies, which ultimately results in improved structure performance. Our study also revealed this aspect.

The study of Paat & Rumokoy, (2015) showed that many things come out after training in employees' like communication, commitment or showing interest, planning or organizing ability. We also observed that after training there is a gross improvement among workers in their quality and quantity work. Training provides a various benefit not only job satisfaction of employees' but also increase the sense of commitment, combine empowerment too inside the staff (Voegtlin et al, 2015; Ajibade & Ayinla 2014; Sung & Choi, 2014). However, one of the vital issues related to HRM is what would be the effect of training on performance improvement. The focus of the organization should be to assess the impact of training on trainee's performance and behaviour, in order to determine the effectiveness of a training program (Kirkpatrick & Kirkpatrick, 2016). However, in our study, the result shows that behaviour is not influenced by training. In five-star employees are fully aware of their tasks and have to follow the stringent rules and regulations. He /She has to report to the superior and must possess interpersonal skills. In many circumstances, he/she cannot behave rudely with the customers because they have to face the consequences later on. Appiah (2010) mentioned that training enhances knowledge, skills, attributes, competencies, ultimately employee performance, and productivity within the organization. As per his study, coaching improves the abilities, knowledge, abilities, competencies, behaviour, and confidence of the worker. However, in our study confidence is not reflected as per the result. Probably this is because in five-star hotels while recruiting HR takes only those people who have the confidence level. After all, he/she has to deal with the customers on daily basis. So based on our study we may conclude that training is very important to motivate the workers and through this employees' knowledge, skill, the ability is enhanced –which eventually resulting to higher performance and productivity.

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Annexure I.

Table: - 4

Gender	Numbers	Percentage
Male	273	84%
Female	52	16%

Table:5

Age Group

18-24 years	143	44%
25-34	104	32%
35-44	39	12%
45-54	26	8%
55-64	13	4%

Table: -6

Qualifications

Higher Secondary	156	48%
Diploma	91	28%
Graduate	52	16%
Post Graduate	26	8%

Table: -7

Salary

10,000-15,000	156	48%
15,001-20,000	91	28%
20,001-25,000	39	12%
25,001-30,000	26	8%
30,001-35,000	13	4%