

# Effect of Training and Development on Employees Performance in Indian Hotels

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## Abstract

This research investigates the effect of training and development (T&D) programs on employee performance in Indian hotels. The study emphasizes the critical role of continuous learning opportunities in enhancing employee productivity and organizational growth. Exploring various training methods such as formal workshops, on-the-job training, and mentorship programs, the research analyzes the relationship between T&D and employee performance.

Training and development are essential for any organization, as they significantly influence employee performance by increasing productivity and building competency. The study highlights how well-trained employees exhibit improved demeanor and etiquette, crucial for guest interactions, thereby enhancing the hotel's reputation and potentially increasing customer retention. Effective training programs not only ensure employee safety but also motivate staff and improve operational efficiencies. The research employs a quantitative design, targeting hospitality professionals in India through a simple random sampling method, engaging 70 respondents in its analysis.

## Introduction

Training involves imparting essential skills and knowledge required for effective job performance, aimed primarily at enhancing employee competency and productivity. Continuous training is vital for employees to perform their roles efficiently. The differences between training and development are also noted, with training focused on developing specific skills while development addresses broader personal growth. The Human Resource (HR) department plays a significant role in this process, equipping employees with knowledge, skills, and mindsets crucial for enhancing individual and organizational effectiveness.

Organizations that invest in employee training tend to outperform competitors, leveraging the high confidence and productivity of a skilled workforce. The chapter details the specific features and principles of training, such as the importance of timely information and individualized training methods as foundational elements of effective employee development.

The primary objectives of the study include investigating the impact of training on employee performance, understanding employee perceptions regarding the benefits of training, and examining how these initiatives contribute to overall productivity. The HR management role is pivotal, with responsibilities encompassing research, assessment, and implementation of training programs aligned with organizational goals.

The chapter further defines the research problem, emphasizing the need for extensive studies in the context of the Indian hotel industry, where limited research on employee performance concerning training

practices exists. It highlights the necessity for training to be treated as a fundamental HR strategy to meet global challenges.

## LITERATURE REVIEW

- **Yang Xiao (2010)** highlighted the importance of staff training in hotels, finding it essential for improving efficiency, adaptability, and service quality. The study emphasized clear communication of training goals, practical application of skills, and regular feedback to enhance training outcomes.
- **Hazra, Ghosh, and Sengupta (2017)** examined the impact of training and development on hotel employees in Kolkata, using data from 106 participants. The study found that effective training significantly enhances employee performance and is essential for gaining a competitive advantage. It also emphasized the need for better training policies and proper assessment of training needs by management.
- **Khan et al. (2011)**, using secondary data, found that training design, delivery style, and on-the-job training all significantly impact organizational performance. They highlighted on-the-job training as a cost- and time-efficient method.
- **Ahammad (2013)**, in a case study of Hilton Hotel Cyprus, emphasized the need for well-planned training to ensure skilled staff in hospitality. While training was seen as essential, some employees found it repetitive, overly theoretical, and time-consuming. Suggestions included making training more practical and tailored to specific skills like wine knowledge and foreign languages.
- **Nischithaa and Rao (2014)** reviewed literature on hotel training programs, emphasizing that training and development are closely linked and essential for employee growth and organizational performance.
- **Sirvo Team (2019)** emphasized that training in hospitality ensures consistent guest experiences and reflects organizational culture. It helps identify talent for future leadership and covers diverse areas like communication, teamwork, and guest interaction to enhance service quality.
- **Nestoroska and Petrovska (2014)** found staff training essential for improving service quality in hotels, especially for new employees. Their study in Macedonia emphasized continuous, job-aligned training to support employee development and meet industry demands.
- **Prasanth (2015)** explored training and development in hotels through literature review, highlighting its role in boosting morale, productivity, and service quality. The study recommended using technology, self-monitoring, and regular evaluation to ensure training aligns with business goals and remains effective.
- **Rathore (2017)** highlighted the growing expectations of guests in the hospitality industry and emphasized training as key to meeting these demands. Training improves employee skills, motivation, and satisfaction, leading to better service, higher customer satisfaction, and increased hotel market value.
- **Lam Hing Kok (2009)** studied training at Walt Disney World Resort and found that more training positively impacts employee motivation, job satisfaction, and commitment. The study suggests considering additional factors when designing training programs.
- **Kalargyrou and Woods (2011)** used a qualitative method to explore training professionals' challenges in two large Las Vegas hotels. They found that effective training boosts employee commitment and

reduces turnover. Investing in development and career growth also strengthens the organization's reputation and talent pool.

- **Chand and Ambardar (2010)** studied training practices in 425 Indian hotels, finding that their use varied by hotel type, size, and age. The study highlighted the strong role of training and development in human resource development and recommended it as a core HR strategy
- **Al-Mzary et al. (2015)** studied in-service training at Yarmouk University, Jordan, and found that training positively impacts employee performance. They recommended offering equal training opportunities and using modern training methods aligned with job needs.
- **Khalaf et al. (2016)** studied bank employees and found a strong positive link between training and employee performance. They emphasized the need to make training a key part of organizational strategy and suggested further research on training needs and program design.
- **Khalaf et al. (2016)** studied training in five-star hotels in Cairo and found it significantly boosts employee skills, performance, and productivity, while reducing costs. Training also improves morale, satisfaction, retention, and guest service quality.
- **Venkatesh (2017)** studied 350 employees across 35 hotels in North Goa and found that training significantly increases employee commitment and reduces turnover. The adoption of training was linked to hotel size and type, but not to hotel age or capital.
- **Truitt (2011)** studied 237 employees and found a strong link between positive training experiences and improved job proficiency and attitudes. Over 86% of those with updated training had a positive outlook, while 80% with poor training had negative self-perceptions.
- **Bhat (2013)** examined 108 banking employees in India and found that training positively impacts job performance, acting as a motivator that boosts knowledge and efficiency. While training was a key factor, the study noted that other variables also influence performance.
- **Malonza & Walaba (2015)** studied training effectiveness in Kisumu City, Kenya, focusing on three hotels with 120 respondents. The research found that training significantly boosts employee productivity and service quality. It is especially crucial for new staff to adapt to hotel culture and operations.
- **Uyen Do (2013)** conducted a case study on a five-star hotel in Vietnam and highlighted the necessity of continuous employee training in the competitive hospitality industry. The study, using both primary and secondary data, stressed the importance of equipping staff with the right skills for excellent customer service. It recommended incorporating tools like learning diaries and social networks into training programs to enhance motivation and engagement.
- **Manoj A. S. (2013)** conducted a descriptive survey on 60 employees of KTDC in Trivandrum, Kerala. The study found a significant positive correlation between employee training and the market performance of the organization. The research emphasized that although employees may understand their tasks, specialized training is vital to meet and exceed customer expectations. Thus, training is essential for equipping hospitality staff with the skills needed to provide exceptional service.
- **Onyango, J. W. and Wanyoike, D. M. (2014)** conducted a study in Kenya to examine the impact of training on employee performance, emphasizing that low job satisfaction and motivation lead to poor performance and employee turnover. Using a questionnaire with both open- and close-ended questions and a stratified sampling technique, the study revealed a strong positive relationship between training

and employee performance. The findings highlight the critical role of training and development in improving motivation, satisfaction, and overall employee performance.

- **Asadullah, M. A., Peretti, J. M., Ali, A. G., and Bourgain, M. (2015)** investigated the mediating role of training duration in the relationship between firm characteristics—particularly firm size—and training evaluation practices. Drawing data from 260 professionals across 90 call centers, the study revealed that training duration significantly mediates the link between firm size and training evaluation. While the indirect effect of firm size on training evaluation via training duration varied by firm size, it remained stable across different ownership types. These findings offer practical implications for designing effective training evaluation policies tailored to organizational structure.
- **Al-Mzary M. M. M. et al. (2015)** examined the perceptions of administrative-level employees in Malaysian small and medium enterprises (SMEs) regarding the training courses provided and their impact on job performance. The study, based on a sample of 80 respondents, revealed a strong positive correlation between staff training and job performance. The authors emphasized the importance of introducing more skill-specific training programs, ensuring equal training opportunities for all employees, and incorporating modern training delivery methods to enhance effectiveness.
- **Alshuwairkh, K. N. (2016)** in his study titled “*The Effectiveness of the Training Programs on Employees Performance: An Empirical Study at Private Sector Companies in Saudi Arabia*” emphasized that human resources are essential to organizational success. Conducted among 200 employees in Saudi Arabia’s private sector, the study assessed how effectively training programs impact employee performance. The findings revealed that private sector companies provide training initiatives that align well with employee expectations. The study concluded that training enhances key qualities in employees such as creativity, innovation, flexibility, and information-handling skills—essential traits for gaining a competitive advantage.
- **Habib, A., Hossain, A., and Essien, D. D. (2016)** conducted a case study on the Sheraton Hotel in Nigeria to evaluate how training affects employee performance. The study revealed that in Nigeria's hospitality sector, formal training evaluations are rarely performed. Through data collected from 250 hotel employees using questionnaires, the study tested three hypotheses: (a) training motivates employees, (b) training enhances employee performance, and (c) training significantly impacts overall performance. Using cross-tabulation, factor analysis, and regression techniques, the study found that training and incentives had a significant positive effect on employee performance, whereas motivation alone did not. The model explained 29% of the variation in employee performance, highlighting the importance of structured training programs and performance-linked incentives.
- **Nwaeke, L. I. and Onyebuchi, O. (2017)** investigated the impact of training and development on organizational productivity within a Nigerian context. The study emphasized that an organization's efficiency, effectiveness, and productivity rely heavily on the knowledge, skills, attitudes, and competencies of its workforce—qualities that can only be developed through well-structured training programs. The research concluded that continuous training, retraining, and development initiatives are essential for any organization's success. Moreover, the authors highlighted the importance of feedback mechanisms after training sessions to identify deficiencies and make necessary improvements. They stressed that training initiatives must be strategically planned and aligned with the organization’s overall goals to enhance operational performance and gain competitive advantage.
- **Yu Wang (2006)** examined training and development practices in luxury hotels (4-star and 5-star) in China. The research combined case studies and survey data from eight hotels in Nanjing, Beijing, and

Shanghai, with insights gathered through 28 semi-structured interviews with hotel managers. The study found that although training and development were widely acknowledged as important, there were significant variations in practices across different hotels. Most of the training budgets were allocated to basic skills training for frontline staff, while managerial development received limited attention. Furthermore, training efforts predominantly emphasized operational skills over interpersonal development. Despite the availability of modern training techniques, traditional methods such as lectures and apprenticeships remained the most commonly used. The findings also highlighted a contrast between Chinese hotel practices and Western HR development standards.

- **Shaheen A., Naqvi S. M. H., and Khan M. A. (2013)** conducted a study to evaluate the importance of teacher training and to explore how employee (teacher) performance mediates the relationship between training and organizational performance. The research involved a sample of 197 school teachers, and mediation analysis was employed to examine the interrelationships. The findings revealed a significant positive relationship between training and organizational performance. Furthermore, the study highlighted that employee performance plays a mediating role, enhancing the positive effect of training on overall organizational performance.
- **Vinesh (2014)** examined the role of training and development practices in enhancing organizational growth and performance. The study emphasized that training and development contribute to the optimal use of human resources, increased employee productivity, improved organizational image, and fostered teamwork and collaboration. Additionally, it supports better health and safety among employees. The analysis highlighted that strategically positioning training and development within an organization significantly boosts its performance. The author recommended fostering a culture of continuous learning through ongoing training and involving line managers in training needs analysis and policy decisions to enhance employee development and performance.
- **Khan R. A. G., Khan F. A., and Khan M. A. (2011)** examined how training and development affect organizational performance. Using data from 79 employees, the study found that training design, on-the-job training, and delivery style positively influence performance. On-the-job training helped save time and costs, while all three components significantly boosted overall organizational outcomes.
- **Butali P. (2017)** studied the impact of training and development on organizational performance in three Kenyan companies. From 5866 employees, 361 were sampled. Results showed that training and development explained 12.96% of performance variation. Among commitment types, only **continuance commitment** significantly moderated the link between training and performance.
- **Shafiq & Hamza (2017)** studied training's impact on employee performance in Malaysian private companies. They found **job enrichment** had a **significant effect**, while job training, off-the-job training, and job rotation did not. They recommended more innovative and skill-focused HR programs to boost performance.
- **Tapkir & Dadas (2018)** found that having a regular training manager in hotels improves employee skills, attitude, and retention. Budget hotels lacking training managers faced higher attrition. They emphasized making training a core part of hotel operations.
- **Otoo (2018)** found that employee competency mediates the relationship between HRD practices and organizational performance in the hotel industry. Based on data from 800 employees and structural equation modeling, the study emphasized the importance of proper staff training to enhance performance.



## RESEARCH METHODOLOGY

This chapter focuses on the research methodology that has been adopted for the present study. The chapter stated the hypothesis. The chapter further focused on the methodology used for the study like research design, data collection techniques, sampling, and sampling design followed by tools of analysis & interpretation of the data.

### Research Design

The study aims to find out the effects of Training and Development on employee performance. In order to perform this research study, quantitative approach towards descriptive research.

### Research Sample

The research was conducted in hotel industry, and the population for the proposed study includes assistant level employees of hospitality sector.

**Data Collection** The research made use of primary data, which was collected using structured questionnaire distributed to the 70 respondents sampled from all over in India. The administered questionnaires were collected after completion by the respondents and their responses were used for analysis. The questionnaire had close ended questions for accurate analysis. The secondary data was collected through various other researches and blogs online.

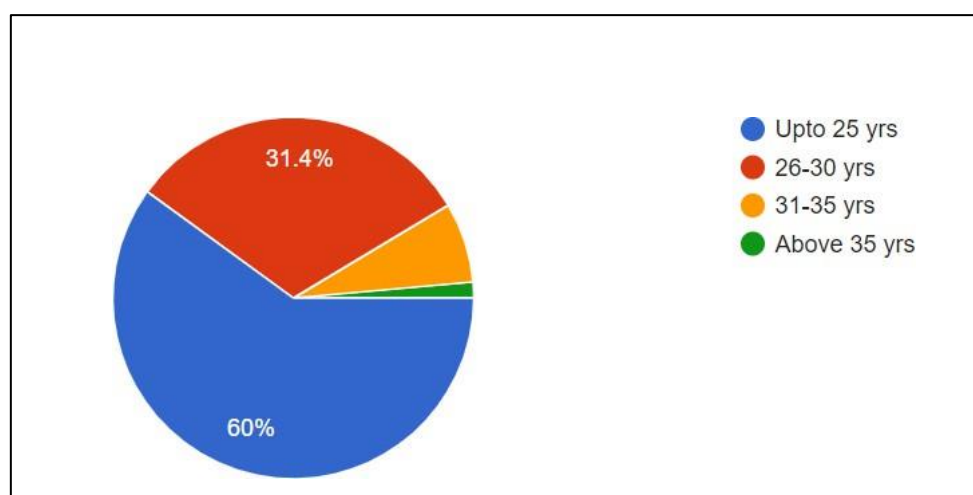
### PRIMARY DATA: - Questionnaire

### SECONDARY DATA: - Official Website, Journals, e-newspaper, eBooks, Thesis research.

**Research tool Structured**, close ended questionnaire was the research tool used. The questions were closed ended for better analysing and summarizing of the results. The questionnaire was made on Google forms, send to the consumers by electronic mail and some social networking applications. The administered questionnaires after completion by the respondents and their responses were used for analysis. The questionnaire had close ended questions for accurate analysis.

## DATA COLLECTION AND ANALYSIS

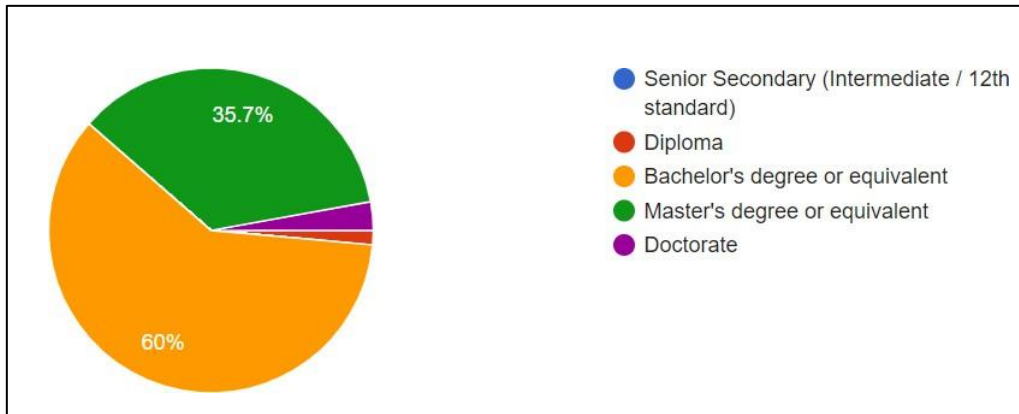
### Age



**Fig.1**

Out of 70 respondents 60 % (42 respondent) are under 25 years of age. 31.4% (22 respondent) belong to the age bracket of 26-30 years. 7.1% (5 respondent) of were of age between 31-35 years and 1.4% (1 respondent) of people were above 35 years of age.

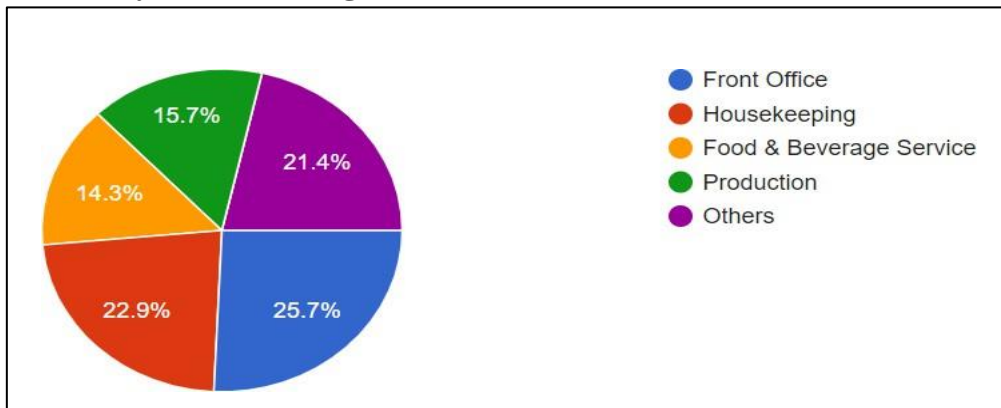
## Highest level of education?



**Fig.2**

Out of 70 respondent 1.4% (1 respondent) have diploma. 60% (42 respondent) belongs to bachelor's degree or equivalent. 35.7% (25 respondent) of master's degree or equivalent and 2.9% (2 respondent) are of doctorate.

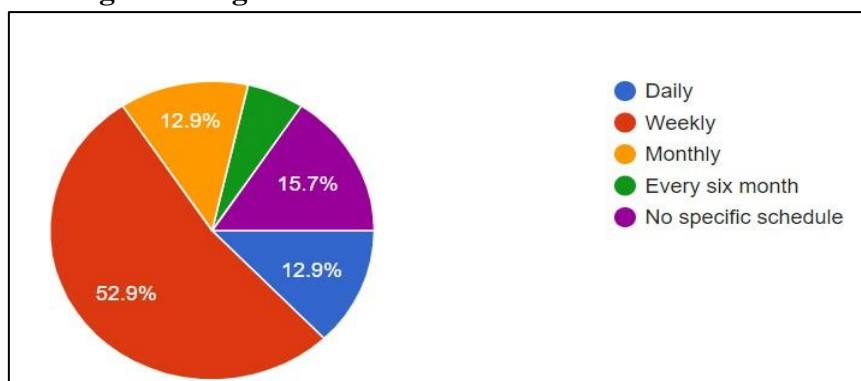
## Department in which you are working?



**Fig.3**

Out of 70 respondents 25% (18 respondent) of front office department. 22.9% (16 respondent) of housekeeping. 14.3% (10 respondent) of food and beverage service. 15.7% (11 respondent) of production and 21.4% (15 respondent) belongs to others.

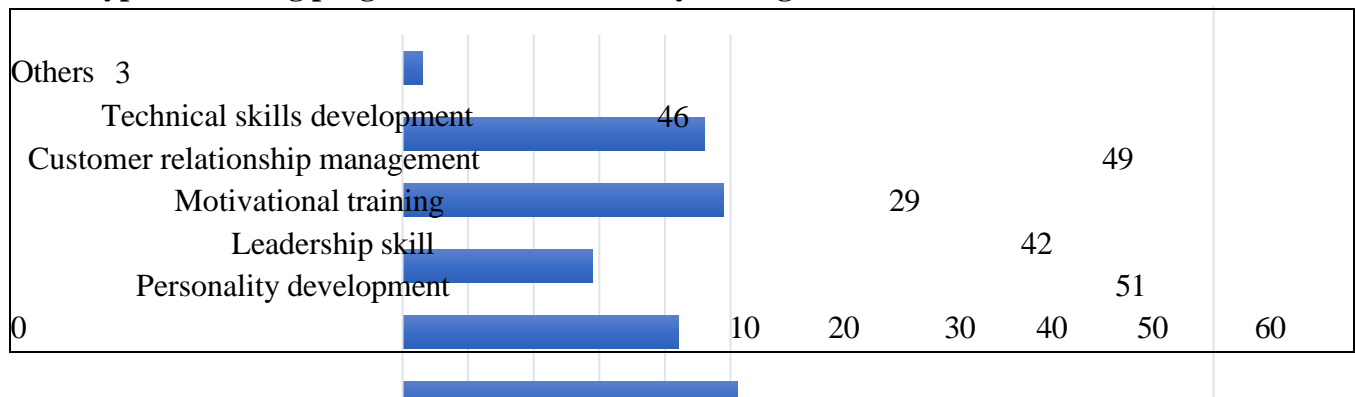
## How often do you undergo training?



**Fig.4**

Out of 70 respondents 12.9% (9 respondent) undergo training programs daily. 52.9% (37 respondent) undergo training programs weekly. 12.9% (9 respondent) undergo training programs monthly. 5.7% (4 respondent) undergo training program in every six month and 15.7% (11 respondent) have no specific schedule.

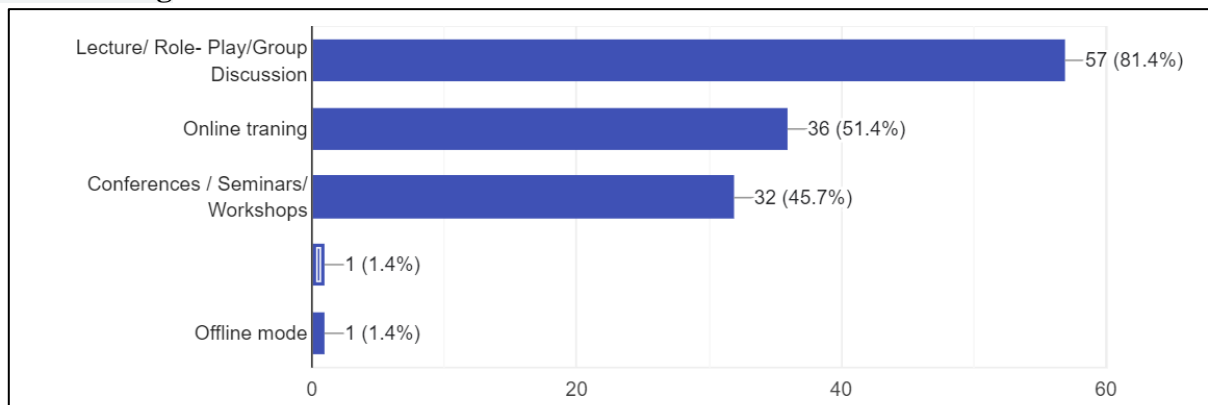
## What type of training program are conducted in your organization



**Fig.5**

Out of 70 responses, in which personality development training programs conducted by hotels more effectively after that customer relationship management training programs followed by technical skill training and leadership skill training program

## Mode of training

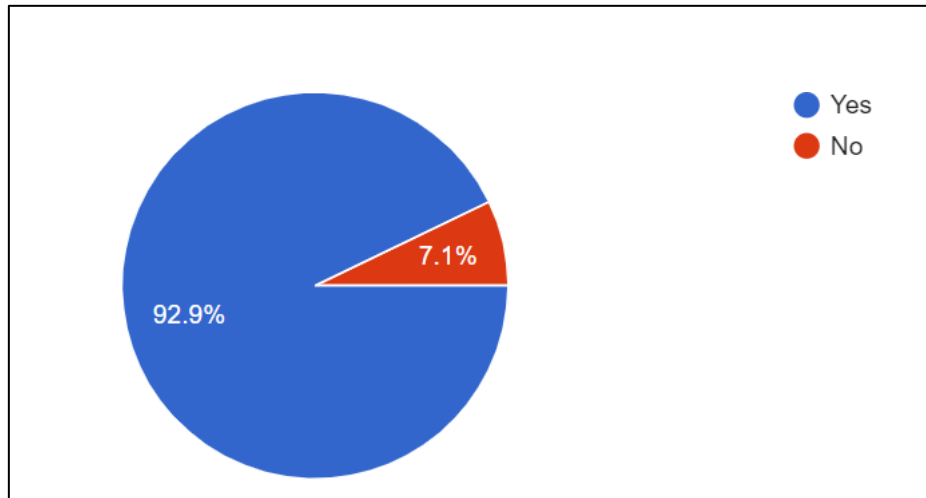


**Fig.6**

Out of 70 responses, lecture/ role- play/ GD were more effective mode of training after that online training and conferences/ seminars/ workshops.



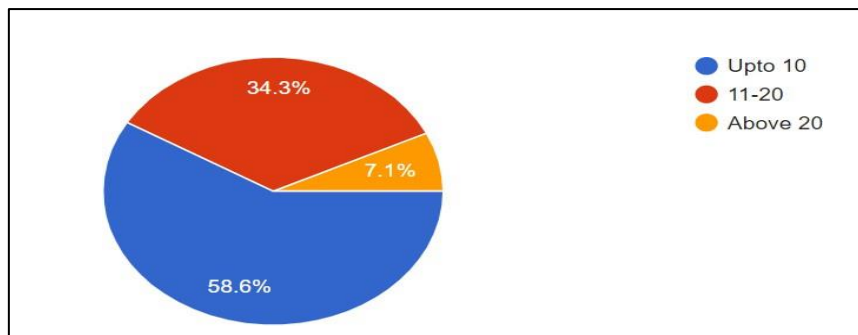
## Do the methods used during training have any impact on your skills?



**Fig.7**

Out of 70 respondents 92.9% (65 respondent) agree that methods used during training impact on their skills and 7.1% (5 respondent) disagree that method used during training impact on their skills.

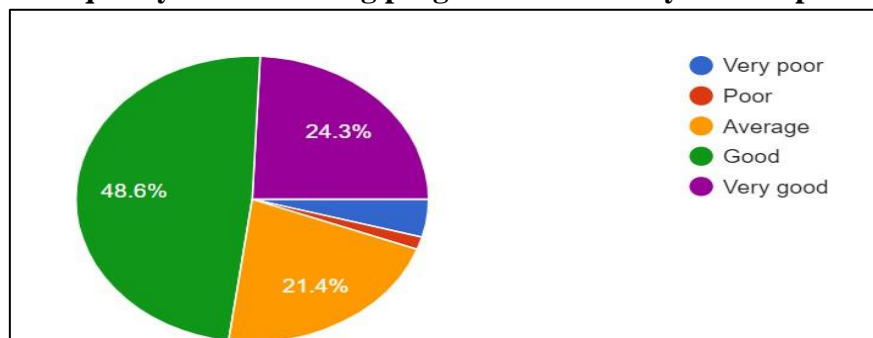
No. of training programs on an average organized by your hotels in a monthly.



**Fig.8**

Out of 70 respondents 58% (41 respondent) have Upto 10 training programs organized by their hotels in a month. 34.3% (24 respondent) have between 11-20 training programs by their hotels in a month and 7.1% (5 respondent) have above 20 training programs by their hotels in a month

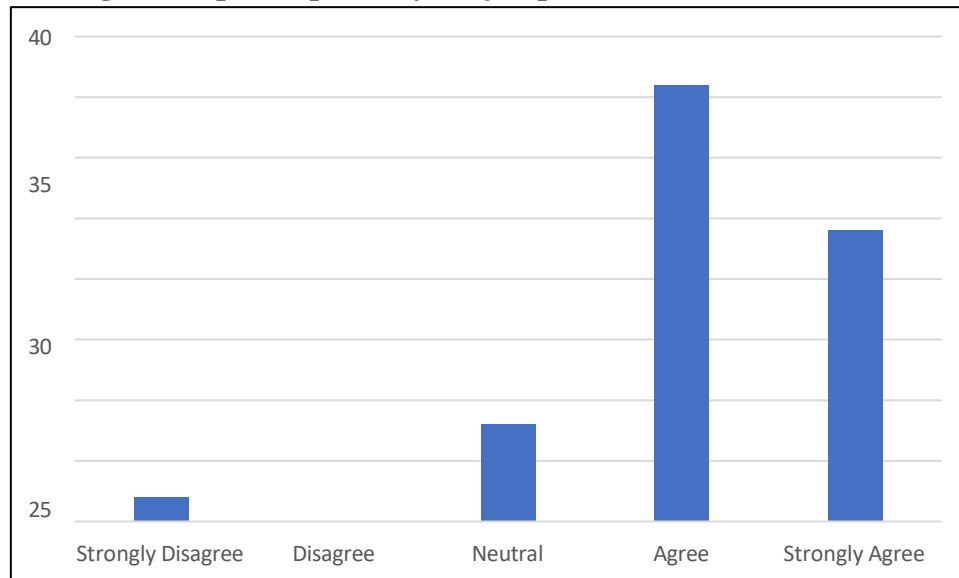
## How will you rate the quality of the training programs for which you have participated?



**Fig.9**

Out of 70 respondents 4.3% (3 respondent) rate the quality of the training programs very poor in which they have participated. 1.4% (1 respondent) rate the quality of the training programs poor in which they have participated. 21.4% (15 respondent) rate the quality of the training programs average in which they have participated. 48.6% (34 respondent) rate the quality of the training programs good in which they have participated. 24.3% (17 respondent) rate the quality of the training programs very good in which they have participated.

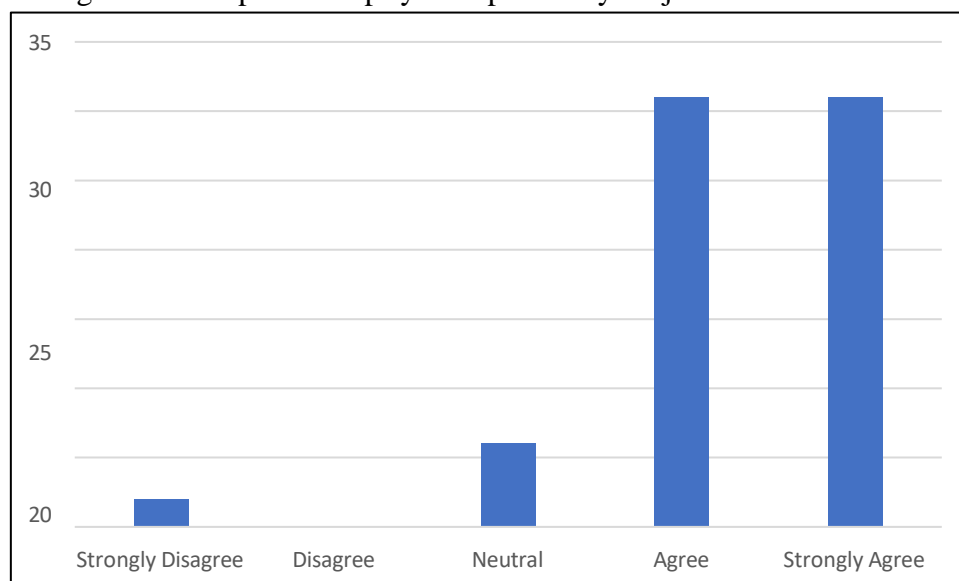
## Do you think training has helped improved your job performance.



**Fig.10**

Out of 70 respondents 2 of them strongly disagree that any training programs impact on their skills. 8 of them neutral with training programs. 36 Of them agree with that training programs impact on their skills and 24 of them strongly agree that training programs impact on their skills.

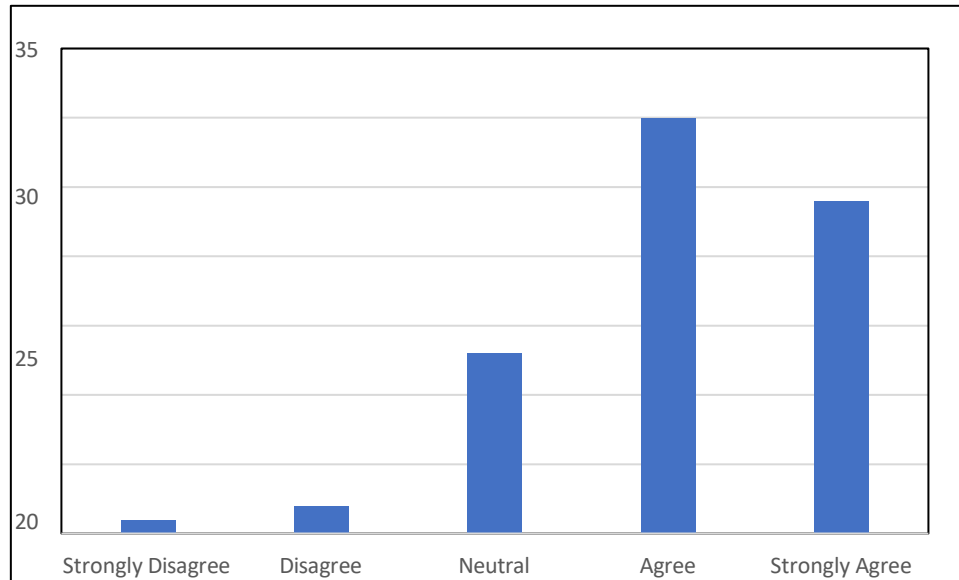
## Do you think training and development helps you to perform your job in more efficient and effective way.



Out of 70 respondents 2 of them disagree that training and development helps in perform job in more efficient and effective way. 6 of them neutral with that. 31 of them agree that training and development

helps in perform job in more efficient and effective way and 31 them of strongly agree that training and development helps in perform job in more efficient and effective way.

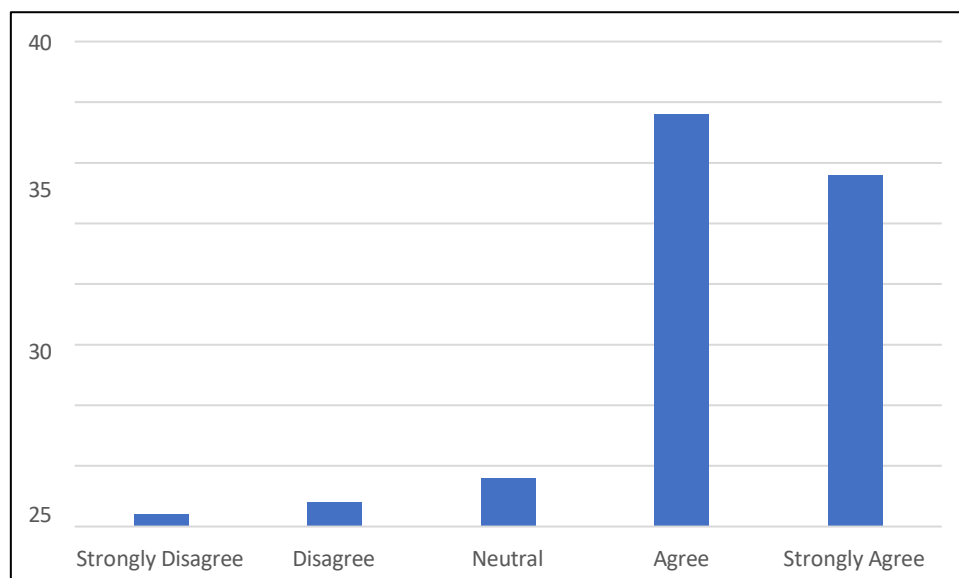
## Training programs of hotels helps in Career growth of its employees



**Fig.12**

Out of 70 respondents 1 of them strongly disagree that Training programs of hotels helps in Career growth of its employees. 2 of them disagree that Training programs of hotels helps in Career growth of its employees. 13 of them neutral with that. 30 of them agree that Training programs of hotels helps in Career growth of its employees and 24 of them strongly agree that Training programs of hotels helps in Career growth of its employees.

There is need of good training programs which will increase work efficiency of its employees efficiency of its employees

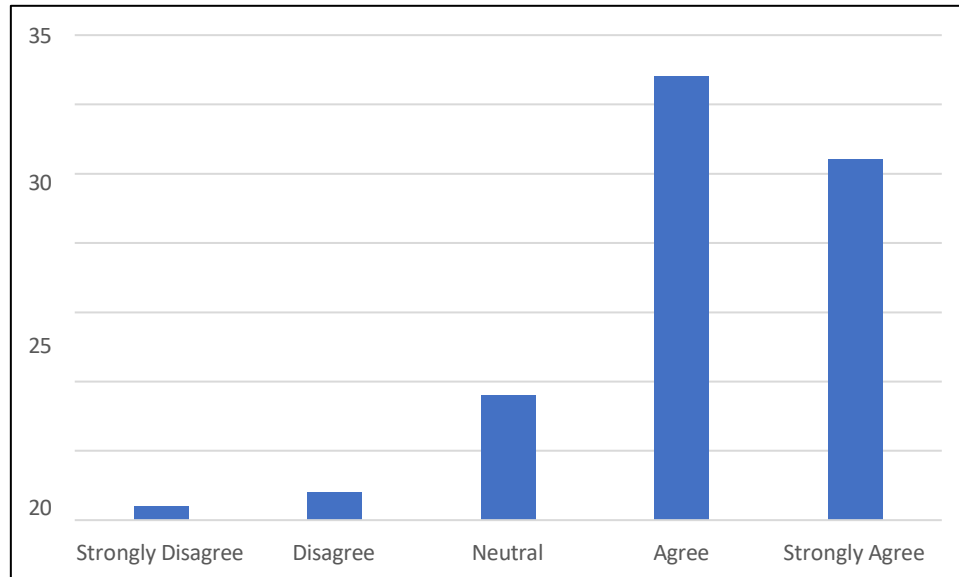


**Fig.13**

Out of 70 respondents 1 of them strongly disagree with there is any need of good training programs. 2 of them disagree with there is any need of good training programs. 4 of them is neutral with that. 34 of them

agree with need of good training programs and 29 of them strongly agree with need of good training programs.

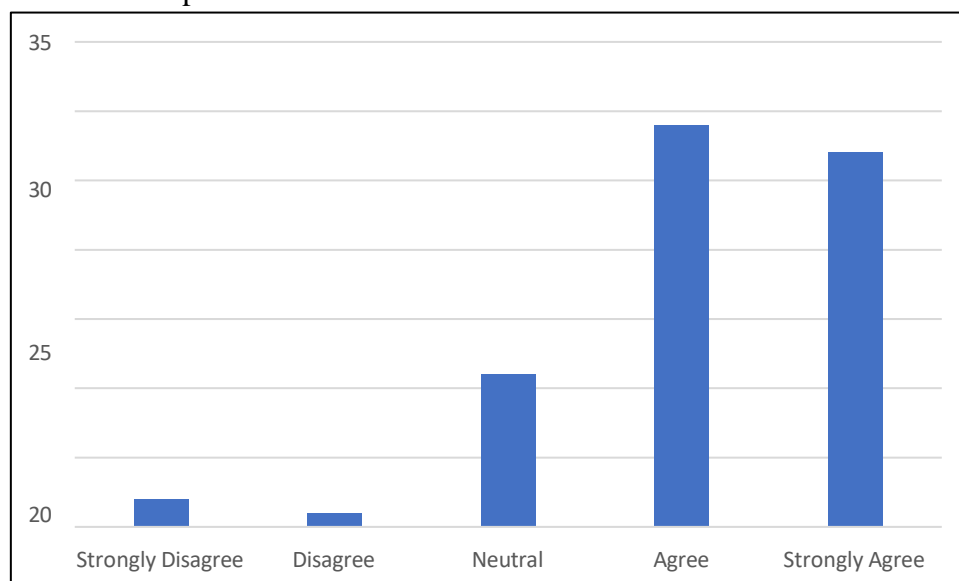
Training programs conducted by hotel teaches us the ways and techniques which helps in optimum utilization of resources so that wastage is minimized



**Fig.14**

Out of 70 respondents 1 of them strongly disagree that training programs conducted by hotels are helps in optimum utilization of resources. 2 of them disagree that training programs conducted by hotels are helps in optimum utilization of resources. 9 of them neutral with that. 32 of them agree that training programs conducted by hotels are helps in optimum utilization of resources. 26 of them strongly agree that training programs conducted by hotels are helps in optimum utilization of resources.

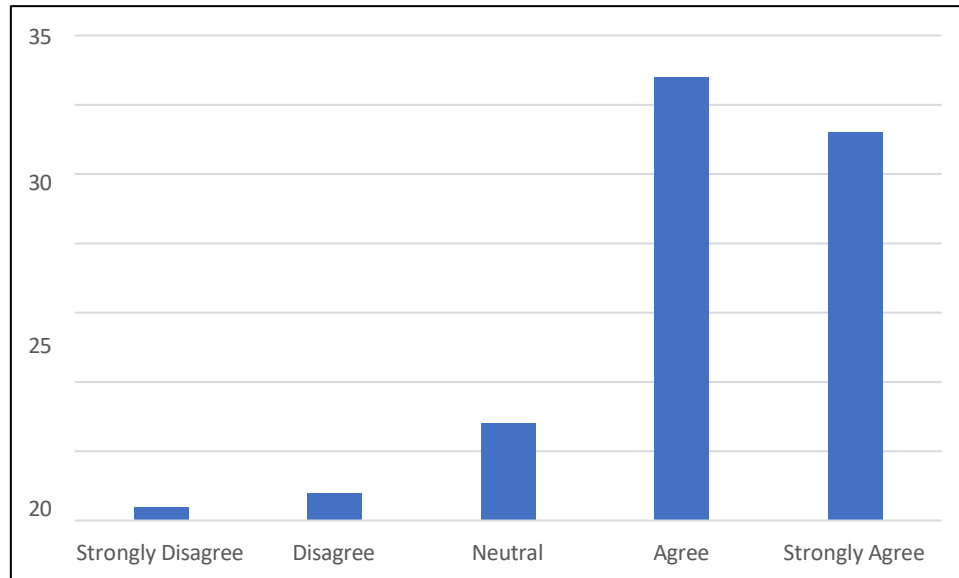
Knowledge and experience gained during training sessions of hotel gives us enough confidence and motivation so that we could provide better services to customers



**Fig.15**

Out of 70 respondents 2 of them strongly disagree with Knowledge and experience gained during training sessions could provide better services to customers. 1 of them disagree that. 11 respondents are neutral with that. 29 of them agree that Knowledge and experience gained during training sessions could provide better services to customers and 27 of respondent are strongly with that.

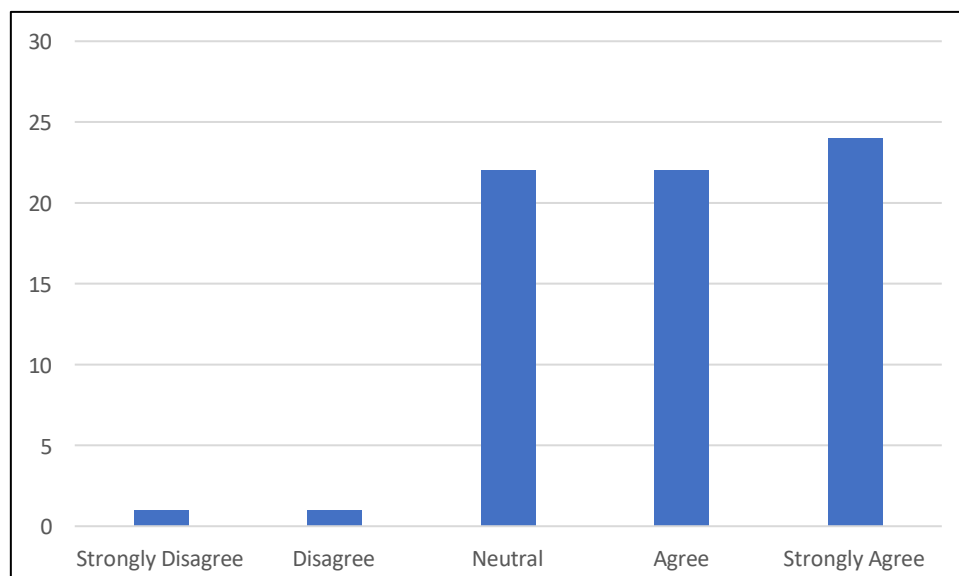
Good training program of our hotel helps us in reducing customer complaints



**Fig.16**

Out of 70 respondents 1 of them strongly disagree that good training program of hotel helps us in reducing customer complaints. 2 of them disagree that good training program of hotel helps us in reducing customer complaints. 7 of them neutral with that. 32 of them agree that good training program of hotel helps us in reducing customer complaints. 28 of them strongly agree that good training program of hotel helps us in reducing customer complaints.

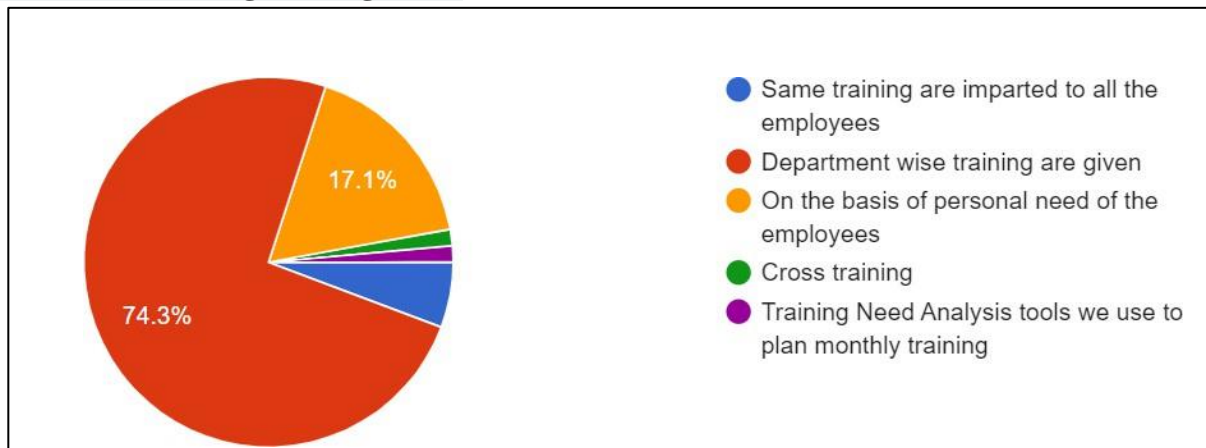
Standard Operative Procedure (SOP) and Training Module are provided during training section which we can refer to later on



**Fig.17**

Out of 70 respondents 1 of them strongly disagree that SOP and training module which are provided during training section are in use later. 1 of them disagree that SOP and training module which are provided during training section are in use later. 22 of them neutral with that. 22 of them agree that SOP and training module which are provided during training section are in use later. 24 of them strongly agree that SOP and training module which are provided during training section are in use later.

## On what bases trainings are organized



**Fig.18**

Out of 70 respondent 74.3% (52 respondent) says that training is organised on the basis of department wise training are given. 17.1% (12 respondent) says that training is organised on the basis of personal need. 5.7% (4 respondent) says that training is imparted to all the employees and 2.4% (2 respondent) says that in others which is cross training and training need analysis tools used to plan monthly training

## Limitations of the study

While the study on the "Effect of Training and Development on Employee Performance" provides valuable insights, several limitations affect the interpretation and applicability of the results. The survey captures responses at a specific moment, and perceptions may evolve over time, introducing a temporal constraint. The limited number of respondents poses a potential challenge to the statistical reliability of the findings.

Concentrating on the hotel industry in India, the study's outcomes may not be directly transferable to other sectors due to variations in organizational structures, work environments, and employee expectations. This divergence across industries could impact the study's generalizability.

The universal application of training program effectiveness becomes a challenge, considering differences in industries, organizational contexts, and employee demographics. The study highlights additional considerations, including the influence of organizational culture, leadership styles, resource constraints, survey response bias, and the evolving nature of training methods.

Recognizing these limitations is crucial for researchers to accurately interpret findings and guide future investigations, aiming for a nuanced understanding of how training and development impact employee performance.

## CONCLUSION

For this study, it was found that training and development are very essential for any organization because



it affects the performance of employees by increasing their productivity and building their competency. Improves the personality of the employee so that they are confident in front of guests. Properly trained employees learn etiquette so that they behave properly with guests which pleases them and build an image of the organization or hotel and a print good impression in the mind of clients which ultimately increases the probability of a repeat visit to the hotel. Good training programs also ensure the safety of the employees and motivate them and improve their work efficiencies and productivity. Properly trained employees also save resources of hotels in terms of optimum utilization of resources and lesser number of accidents which benefits hotels financially. On the other hand, training and development programs are beneficial for organizations/hotels also because these programs increase the profitability of the hotels, it increases customer satisfaction because training employees serve better. Training and development programs lead to standardization of work and give quality output. Finally, Training and development programs improve the image of the organization. A good image of the hotels improves its brand images and benefits hotels. Hence, seeing all these benefits, it should be made compulsory for any organization, especially for hotels.

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