TRAINING METHODS USED FOR DEVELOPMENT OF EMPLOYEES IN THE HOTEL INDUSTRY

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Abstract: - The employees were not considered as an important source of production in business organization before the First World War. Thus, during this period neither organized efforts were made to develop personalities of employees nor training was used in an organized manner by business organization as an instrument for this purpose. Two world wars and thereafter-intermittent period of prosperity had offered enhanced opportunity to the industrialists for making more profits and expanding the scope of their activities. It simultaneously enhanced the importance of human resource in the industrial organizations. This paved way for the introduction of systematic training for the employees. By now, the importance of training has been realized and appropriately projected by several seasoned academicians and practitioners by explaining that training is an effective organizational tool for orienting new employees and reorienting existing employees about organizational policies, practices, procedure, culture as well as organizational predetermined goals. After knowing the importance of training an attempt was made to find out the appropriate method of imparting training to the staff & managerial levels.

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Introduction

Today's training programme offer something for everyone- from pre-employment preparation for the first job to pre- retirement courses for those who are due to retire soon. The range of training methods is such they can provide opportunity to unskilled to become skilled, they offer people to be promoted at various level of the organization. The training programmes commonly used to train operative and supervisory personnel's are discussed in the following text by classifying these methods into "on- the- Job" and "off- the – Job" training programmes.

On-the- Job Training

On the job training is training that is conducted at the work site, usually during working hours. It can be cost effective because the trainee is placed on regular job and thought the skills necessary to perform it during normal business hours. It provides the maximum amount of realism. It addresses a trainee's specific needs and is an especially effective form of one-on-one training.

However, if not carefully planned, on the job training can interfere with normal business and sometimes slows down normal business operation. Also, trainees may not be exposed to all aspects of he job-only those aspects which happen to occur when training takes place. Because the training is fast paced, there is often no time for the trainer to provide feedback, repeat important steps, or explain why certain procedures are followed. On-the-job training can cause problem if the trainer does not perform the job correctly. Trainees are likely to perform in the same way as their trainers, right or wrong. On-the- Job training methods prominently includes:

- **Vestibule Training**

In this method a training centre called vestibule is set up and actual job conditions are duplicated or simulated in it. Expert trainers are employed with help of expert and machines, which are identical with those in used at the work place. When the job requirement is such that people cannot be absorbed directly, they are put in such training centers when the trainee learn the job handling when they are absorbed by the organization in actual operations. Vestibule training allows the employee to develop the necessary skills in a pressure-free environment [1].

- **Apprenticeship Training**

In this method, theoretical instruction and practical learning are provided to trainees in the training institutes. In India the government has established Industrial Training Institute (ITI) for the purpose. Generally a stipend is paid during training period. Thus it is an "earn when you learn" scheme[2].

- **Job Instruction Training**

This method is very popular in the states for preparing supervisors to train operative. The J.I.T. method requires skilled trainers, extensive job analysis, training schedule, and prior assessment of the trainee's job knowledge. This method is also known as " Training through step-by-step learning". It involves listing all necessary steps in the job, each in proper sequence. These steps show "what" is to be done. Along side each step is also listed a corresponding " key point" which show how it is to be done and why. "It has been mainly adopted for training in hotel and restaurant"[3].

- **Demonstration Example Method**

The direct trainer by actual performance shows the learner what to do and how to do it, and with his associated explanations indicates why, when, and where it is done. It rarely stands alone; it is almost invariably combined with another method.

Off- The Job Training

Off- the Job Training is conducted away from the actual work site, often in a conference room or private office. During this period, the trainee does not contribute anything to the organization. This type of training is associated more with knowledge than with skills. There are certain aspects of nearly all jobs that can be learnt better in off the job than on the job. Orientation about organization and safety training can be accomplished most effectively in the classroom. Off the job methods for operative levels includes conference method, role-playing, programme instruction method, lecture method and T group method.

● **Conference Method**

"In this training system the individuals confer to discuss the issues of common interest to each other"[4]. It is a formal and participative meeting, conducted according to organized plan, in which leader seeks to develop knowledge and understanding by obtaining considerable amount of oral participation of the trainees. It lays emphasis on active participation of the member involved. Through this method, earning is facilitated by building up the ideas contributed by confers.

● **Role-playing**

"It is a learning technique in which trainee's are presented with a situation which they are required to explore by acing out the roles of those represented in this situation. This method is mainly used for changing/ modifying attitudes, developing interactive knowledge and skills. It can create a great deal of interest by providing a "living" example. It is the only exercise where emotions become the predominant feature"[5].

● **Programme Instruction Method**

It is a form of instruction in which the following factors are present:

● There is a clear statement of exactly what the trainee is expected to be able to do at the end of the programme.

● The material to be learned, which has been itemized and tested, is presently serially in identifiable steps or frames.

● Trainees follow a sequence of frames, which may be determined according to their individual needs.

● Frequent unambiguous responses are usually required from each trainee throughout the whole sequence.

● Feedback of information about the correctness or otherwise of responses is usually given to the trainee before the next frame is presented.

This method is used for all for all type of knowledge learning, teaching concepts and procedure. Here learners can work at their own place and learner get immediate knowledge of results therefore learners are usually highly motivated.

● **Lecture Method**

In this method a straight talk or exposition, possible using visual or other aids, but without group participation other than at the conclusion. This method is used for transmission of facts and information, which may be classified as of "interest" value only, and which the learners would not be expected to remember in full. A large amount of material can be covered in a relatively short time. One lecturer, content and sequence under the lecturer's complete control can handle a large number learner. The major drawback of this method is lacks of learner activity-they are passive with little or no opportunity for participation and knowledge imparted by talking is not easily memorable.

● **T Group Method**

This is a particular method of behavioral skill training, based on highly participative learning whose purpose is to improve trainee's skill in

● Appreciating how others are reacting to one's own Behaviour

● Gauging the state of relationships between others

● Carving out skillfully the Behaviour required by the situation and in T- Group Method the approach is essentially unstructured.

Method of training being used for Staff level in selected
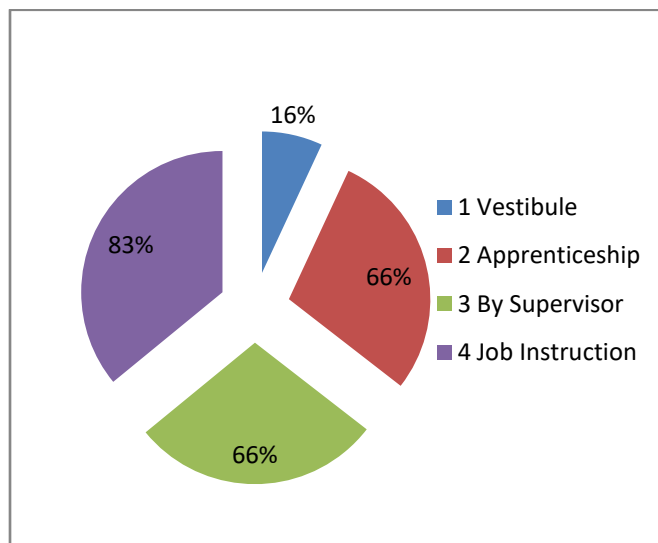
  Hotels

There are number of methods mentioned above which are being used in the corporate world therefore an attempt was made to find out the method of imparting training to the operative levels of staff in the selected hotels units. The resulted of the research is charted below:

Training methods used for staff levels (Table No 1)

S.no	Training Methods	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
(A)	on the Job Method								
1	Vestibule	16%	---	---	---	---	---	---	3%
2	Apprenticeship	66%	50%	40%	20%	---	28%	---	28%

3	By Supervisor	66%	50%	80%	100%	---	100%	---	72%
4	Job Instruction	83%	505%	80%	80%	---	57%	---	57%
(B)	Off the Job Method								
1	Conference	66%	---	20%	---	---	28%	---	20%
2	Role Playing	66%	---	---	---	---	28%	---	15%
3	Programme Instruction	33%	---	10%	---	---	14%	---	10%
4	Lecture	83%	100%	50%	80%	---	42%	---	45%
5	T- Group	16%	---	---	---	---	16%	---	12%
6	Training Not Applicable	---	---	---	---	---	---	100%	---

On the job methods of training used in 5 star hotels for staff

Off the jobs methods of training used by the 5 star hotels
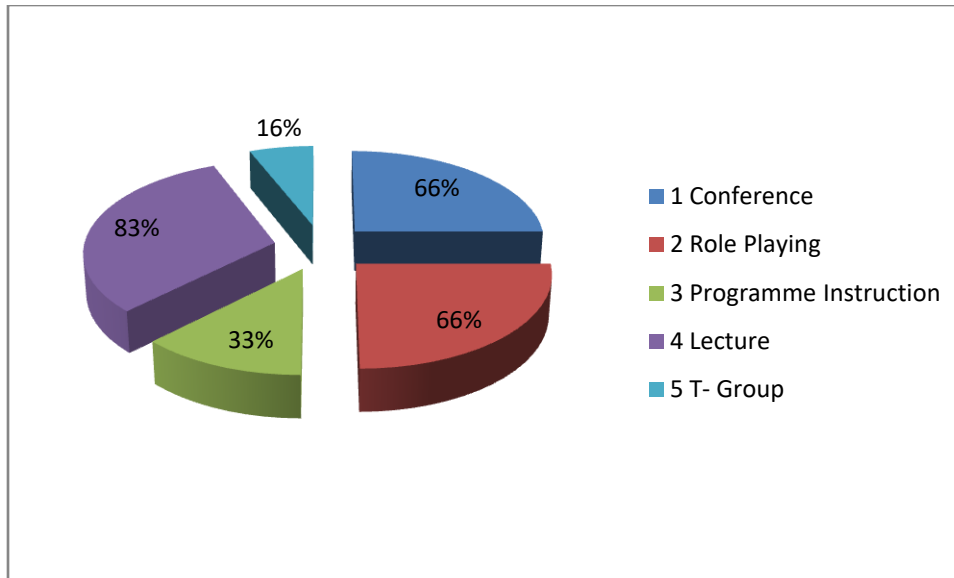
The analysis highlights that all the categories of hotels surveyed used combination of on the job and off the job training methods to train their operative levels except in unapproved hotels where training is not imparted at all. Among on the job training method more than 50% of five star and four-star hotels use apprenticeship method, training by supervisors and job instruction method for training operative levels. Where as in off the job method lecture method is most widely used method. Conference and role-playing method are also used in 66% of the five star hotels.

The analysis further demonstrates that three star and two star hotels training by supervisors and job instruction method are most widely used as they represent 80% and 100% respectively. Where in off the job, lecture method is also widely used but conference, programme instruction, T- group are also used in less than 20% of the 3 star hotels.

In heritage hotels, Apprenticeship training, conference, role-playing methods almost represent equal proportion in imparting training to their operative levels. But job instruction and lecture are also widely used. Vestibule training and T-Group training are least used method of training the operative levels as it just represents 16%.

Management Development programme

Executive or Management Development Programme is "an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purposes7. Management Development includes "all those activities and programmes, when recognized and controlled, have substantial influence an changing the capacity of the individual to perform his present assignment better and in doing so are likely to increase his potential for future management assignment."[12] Management Development is a planned and systematic and continuous process of learning and growth designed to induce behavioral changes in individuals by cultivating their mental abilities and inherent qualities through the acquisition, understanding and use of knowledge, insight and skills as they are needed for effective performance of the work of managing. This development programme has gained movement after the Second World War and its importance will continue to increase because of the rapid change in technology, the realignment of jobs and the increasing complexity of the managerial task.

Objective of Management Development Programme

Following are the well-identified objective of management development programmes:

●	To improve the managerial efficiency in achieving the organizational predetermined goals throughout their career

●	To ensure availability of required number of managers with the needed skills so as to meet the present and anticipated future needs of the organization

●	The main feature of the present day business is "fast growth and quick innovation". It essentially demands for preparing in advance a reserve team of qualified and trained managerial personnel to back up key positions, as and when required. By keeping this feature in view, the management development programme aims at developing such reserve team of managerial personnel

●	Management Development Programme intend to replace elderly executives who have risen from the ranks by highly competent and academically qualified professionals

●	Management Development Programme helps to provide opportunity to executives to fulfill their career aspiration and it also ensure that managerial resources of the organization are utilized optimally.

Techniques of Management Development Programme

Management Development Programme is an educational process whereby a deliberate and conscious effort is made to improve on the job Behaviour of the management personnel. The management personnel must realize that they will not survive unless they keep pace with the modern management education, research theory, principle and practices. Therefore planning of management development programme deserves the utmost attention; each organization must design its own programme to suit the climate of the firm and the needs of the organization. Management development programme should be carefully evaluated with a view of determining effective methods, procedures and devices. Attempt should be made to assess the extent of which programme have accomplished the objectives and needs. Following technique of management development is widely used by the corporate world.

● **Coaching or Guided method**

It is a most commonly used technique in which the learner has to perform the operation or procedure being learned under controlled condition. It is mainly used for all types of skills training, increasing knowledge and modifying attitudes. In this technique learner are actively engaged, creates interest and there is an exchange of ideas experience etc.

● **Job Rotation Method**

It is most commonly used technique for management development. This system is based upon the idea that people can become most effective by having an opportunity to perform a wide variety of different jobs as part of their training or development. "Job Rotation is often designed for beginning level managers while planned progression is more likely to occur at higher managerial levels. This methods provide a great deal of job experience for those who are potential executives and who need broadening of outlook and an increased understanding of the various aspects of management."8 The emphasis is on diversified instead of specialized skill and knowledge.

● **Guided Reading**

In this technique, reading material is provided or as specified by the trainer or coach. Publication, such as texts books, magazine and research papers, provide a wealth of up to date information.

The availability of literature of this kind enables trainees to supplement the more formal instructional methods with specialists reading to suit individual needs. Guidance can be provided by, for e.g. trainers, colleagues, or simply a trainee's own motivation to learn more. This technique is used to update knowledge.

- **Project assignment**

It is a form of exercise leading to the accomplishment, often within a fixed time, of a definite task. It is used for development of skills, and transfer of off- job learning to real situation. Onus of learning is put on the learner's shoulders. It stimulates interest and creativity, can involve application of a range of skills and end product of this technique may have a practical use.

- **Understudy**

"An understudy is a person selected and being trained as the hire apparent to assume at a future time the full duties and responsibilities of the position presently held by his superior. In this way a fully trained personnel become available to replace a manager during his long absence or illness. In this method superior routes much of the departmental work through the junior, discusses problems with him and allow him to participate in the decision making process as often as possible"[9].

- **Case Study**

It is most widely used management development technique in which a real or fictional situations or series of events is presented to trainees for their analysis and considerations of possible solutions of problems identified. Their finding in a real situation can be compared subsequently with what actually occurred. Case study is often used in inter- personal industrial relations situations such as disciplinary cases and grievance handling. This method mainly used for problem solving, developing analytical skills, and gaining confidence in decision-making, changing/ modifying attitudes and teamwork. It provides concrete subjects for discussion and opportunities for active participation.

- **Critical Incident**

The process of establishing, through the experience of supervisors and peers, the priorities of those activities deemed critical to performing the job. It focuses on actual examples of job Behaviour & on judgment as to what Behaviour makes for success or where the lack of success is attributable to human errors.

● **Role Playing**

"It is a learning technique in which trainee's are presented with a situation which they are required to explore by acing out the roles of those represented in this situation"[10]. It is used for changing/ modifying attitudes, developing interactive knowledge and skills. It can create a great deal of interest because of active participation, by role player and provide a "living" example. It is only exercise where emotion becomes the predominant feature.

● **In Basket**

It is a form of training which attempts to simulate the working situation by setting the trainee realistic tasks. The trainee are presented with such papers such as letters and memos, placed in the "in basket" or "in tray" to which they respond individually. The results of the exercise are then analyzed discussed and assessed on the basis of a decisions made. It is used mainly for problem solving, development of analytical skills and gaining confidence in decision making. It also provides concrete subjects for practical work and discussion opportunities for active participation.

● **Management Game**

"Is a learning exercise in which groups of trainees operate as management teams of imaginary companies in a carefully defined competitive market? Umpires evaluate each company's decisions, and at the end of the game, the performances of the companies are compared. Trainees learn both from the game itself and from subsequent review of performance"[11]. It is used for decision-making, skills in planning, interactive and communication skill development. It is highly participative and can get quick feedback of results. Participants may identify and accept more readily their own weakness and mistakes can be made without fear of serious consequences. It assists transfer of learning from theory to practice.

● **Sensitivity Training**

The goal of this method is the development of awareness and sensitivity of behavioral patterns of oneself and others. It gives the opportunity for increased openness with others, greater concern for others, increased tolerance for individual differences, understanding of group process, increased training skills and increased trust and support.

- **Lecture**

In lecture method, a straight talk or exposition, possibly using visual or other aid, but without group participation other than at the conclusion. It is used for transmission of facts and information, which may be classified as of "interest" value only, and which the learners would not be expected to remember in full. A large amount of material can be covered in a relatively short time and one lecturer can handle a large number of learners. Content and sequence under the lecturer's complete control.

Method of training being used for Management Level in selected hotels

There are numerous number of important techniques being used in the corporate world for management development which are discussed above therefore an attempt was made to identify the most widely used management development techniques in the selected hotels units. Following is the result of the study:

Training methods for Management levels (Table No 2)

S.no	Training Methods	5star	4 star	3 star	2 star	1 star	Heritage	Unapproved	AV.%
1	Coaching/ Guided	50%	50%	40%	40%	---	42%	---	38%
2	Job Rotation	83%	50%	30%	60%	---	28%	---	40%
3	Guided Reading	33%	---	10%	---	---	---	---	8%
4	Project Assignment	50%	---	10%	20%	---	---	---	13%
5	Understudy	50%	---	---	---	---	---	---	10%
6	Case Study	66%	---	---	---	---	---	---	18%
7	Critical Incident	50%	---	---	---	---	---	---	10%
8	Role Playing	16%	---	10%	20%	---	14%	---	13%
9	In Basket	16%	---	10%	---	---	---	---	5%
10	Management Games	16%	---	---	---	---	14%	---	5%
11	Sensitivity	33%	---	---	---	---	---	---	5%
12	Lecture	66%	100%	100%	100%	---	42%	---	55%

Commonly Used Training Methods for Executive Development in 5star Hotels

Legend:
- Coaching/ Guided
- Job Rotation
- Guided Reading
- Project Assignment
- Understudy
- Case Study
- Critical Incident
- Role Playing
- In Basket
- Management Games
- Sensitivity
- Lecture

Pie chart values: 50%, 83%, 33%, 50%, 50%, 66%, 50%, 16%, 16%, 16%, 33%, 66%

The analysis suggests that all selected hotels are using training methods in combination to train their executive except unapproved hotels. Coaching, job rotation and lecture training method are comparatively more popular among other method of training methods of developing the executives in the selected hotels units. As many as more than 40% of the hotels prefer to use these three methods for their executive development. The analysis further highlights that Role playing, case study project assignment are also popular method of executive development which represent 12.5% to 17.5% in the selected hotels units. The analysis also indicates that guided reading, understudy, critical incident, in basket, management games, sensitivity training method are used but rarely which comprises less than 10% in the selected hotels units.

The analysis further demonstrate that more than 50% of the five star hotels prefer to use coaching, job rotation, project assignment, understudy, case study, critical incident and lecture methods for their executive development. The analysis also indicates that in four stars, three stars, two star and heritage hotels use lecture method as popular method of training to their

executive. In comparison to this, unapproved hotels do not adopt any method of training, as they do not impart training to their executives, as the owners are the executives themselves.

Conclusion

Thus training is a systematically designed learning process that involves the blend of skill, concept and attitude to enhance the performance of the employees. Both operative and managerial training can go for naught if the organizational environment precludes learned skills from actually being utilized and training can be of significant value only when it contribute to organizational excellence and is carried out after a diagnosis of individual, group and organizational needs

Population and Sample Methodology

To do a meaningful and in-depth study a sample of 40 hotels, which represents the universe of different class of hotels, that includes five star, four star, three star, two star, heritage and unapproved hotel from Rajasthan. The rationale behind this sample is to have proper representation and can have a comparative study.

Data and Sources of Data

The study was of descriptive, analytical and diagnostic in nature and comprises the essential elements of social sciences, enquiring to explain the organizational culture. This explorative study is based on both primary & secondary data. The primary data has been collected with the help of a structured questionnaire and through direct interviews with hotels Human Resource Manager/ General Manager/ Managing Director/ Employees. Secondary data has been collected from internal records of the hotels as well as from other published sources.

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