

**A STUDY ON ANALYZING THE COST INCURRED ON
THE SERVICE STAFF AS AN ESSENTIAL PREREQUISITE
TO ALL THE SERVICE ORGANIZATIONS IN THREE
STAR HOTELS OF MAHARASHTRA**

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About:

The Service Sector includes hospitality, aviation, healthcare and customer care sectors. The interface that the service staff needs to have with the customer is the highest. Hence the conduct of the staff is of utmost importance in this vocation.

In hotels, the service departments included in this study are housekeeping, front office and restaurants.

The Researcher intends to study the importance of training of the service staff by analyzing their job profiles, pay scales, departmental hierarchy and man hours dedicated to training by the management.

Key Words: Training, 3 star hotels, Staff training and service sector

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Introduction:

According to the Michel Armstrong, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.

(Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flipppo, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.”

(Source: Personnel Management, McGraw Hill; 6th Edition, 1984)

The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’.

(Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited,2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization.

In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- Individual Objectives – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- Organizational Objectives – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- Functional Objectives – Functional objectives are maintaining the department’s contribution at a level suitable to the organization’s needs.
- Social Objectives – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.

Further, the additional objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.
- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.

Sample size:

In this analysis, initially 100 respondents from Vidharbha were selected. From these selected hotels service staff from Management team, Housekeeping, Food & Beverage and Front Office departments, 5 middle level staff and 10 from first level was selected as sample size for the study.

The questionnaires are distributed accordingly and out of these 100 questionnaires, 92 questionnaires are received in correct form and the same have been incorporated in the pilot study.

H₀₁: Cost incurred on the service staff is not an essential prerequisite to all the service organizations (in this case hotels).

In order to test this hypothesis Chi-square test of association is used. The chi-square test for independence, also called Pearson's chi-square test or the chi-square test of association, is used to discover if there is a relationship between two categorical variables.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.762 ^a	25	.000
Likelihood Ratio	.182	25	.000
Linear-by-Linear Association	.239	1	.625
N of Valid Cases	92		
a. 6 cells (16.7%) have expected count less than 5. The minimum expected count is 3.38.			

When reading this table we are interested in the results of the "**Pearson Chi-Square**" row. We can see here that $\chi(1) = 0.762, p = .000$. This tells us that there is a statistically significant association between cost incurred on the service staff and experience on current position.

Symmetric Measures			
		Value	Approx. Sig.
Nominal	by Phi	.710	.000
Nominal	Cramer's V	.318	.000
N of Valid Cases		92	
a. Not assuming the null hypothesis.			
b. Using the asymptotic standard error assuming the null hypothesis.			

Phi and Cramer's V are both tests of the strength of association. We can see that the strength of association between the variables is strong.

From the above tables we can **reject** the null hypothesis **H₀₁: Cost incurred on the service staff is not an essential prerequisite to all the service organizations (in this case hotels)** and **accept** alternate hypothesis **H₁₁: Cost incurred on the service staff is an essential prerequisite to all the service organizations (in this case hotels)**.

Conclusion:

Staff training is a vital management tool, it has many benefits, such as curtailed the study time, increases work effectiveness, helps employees and the company itself to fight in the fast changing environment, reduces damages and wastage. Staff training is a way of motivating employees, raising their skills, increasing their knowledge, preparing employees for self-development.

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