

Skills and Training Needed for the Delhi NCR Hotel Industry (*The Perspective of the Hotel Human Resources Manager*)

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Abstract

The hotel industry is one of the major sources of income in Delhi-ncr. If qualified employees are available to provide better service, Delhi-ncr can potentially attract more & more visitors. The training of new recruitment and existing staff is therefore vital, but views on the value and the type of training vary amongst the different hotel owners or management. This study of the views of different hotel human resources managers revealed that they considered that people who were interested to work hard in developing their career as well as the hospitality industry must be ready to start at the operation level. The hotel human resources managers strongly believe that employees must have a strong dedication positive attitude towards their services and commitment to the industry. Employers also perceived these were extremely important components to success for every employee, rather than having a good Higher educational background. Such Professional qualifications also raise the status of the hotel industry in general and enhance the status of the service providers as professionals.

Keywords: *human Resource Management, Skills and Training, Hotel Mangers, Professional Qualification.*

1. Introduction

Training of hotel employees has gained drastic importance in today's time especially for turning them into high-skilled to perform in trained service teams. These Training programs in the hotel industry has received more attention therefore, many studies have dragged their focus on the smaller sectors of them such as restaurants. Several hospitality academies have discussed the potential effect that the trainings can have on the success of each hotel in particular and the industry as whole. Training of

employees plays a vital role in increasing the quality of services offered, especially in the hotel industry in which the quality of service continues to be the most essential factor to differentiate a hotel from its competitors (Barrows, 2000).

“The value and benefits of training seems to be universally accepted.”

In other words, almost all the hotels have realized the necessity of the training programs on the performance of the entire operational team to function the tasks given. Moreover the numerous subjects are discussed in the training of employees in the service within the hotel industry, trying to provide the minimum level of training for them to avoid cost benefit issues In Delhi Ncr. the hospitality and tourism industry is dominated by the services sector and slowly is becoming one of the world's largest and fastest growing industries, (Ministry of Tourism, 2011 - 2015) along with their service sectors which are already amongst the largest growing sectors in a developing country. The increase in the number of hotel construction results in the widening of the hotel industry in Delhi Ncr, indeed it has become largely competitive to keep the quality of services provided in very high standards. Undoubtedly the tourism industry in Delhi Ncr is benefiting the wealth of the country in its own way. The tourism alone, is constantly contributing more revenue (Ministry of Tourism, 2011 - 2015) to Delhi-ncr's economy and counts for approximately 10% of the country's gross domestic product.

To maintain this imported wealth for the country, major attention has to pay for the performance of hotels within the industry which accommodate tourists and play a big role in attracting more tourists which are persistently taking an impression by seeing the quality of services. Hence directly or indirectly the training program of employees at the hotels can

exert a pull on the tourists who are the exchange of this treasure of the country. In addition Delhi ncr is a popular destination with many iconic tourism attractions, such as Lal-Kila, Kutub-Minar and particularly the India Gate. According to Ministry of Tourism of this country the industry has created more than approximately lacks of jobs in 2010 – 2018. Which the nation has to be grateful for and must have awareness to maintain and help it grow in each and all sectors. From all the above literature it quite evident that the sensitivity of providing the facilities for tourists to keep up the rate of their visits with all the excellence and quality experiences are on everyone's shoulder, especially within the hotels where are deniable place to stay and observe. These explanations can signify the urgency to keep the quality of services high to meet the expected international standards, as the services of skilful employees who have been professionally trained has a big share of the profitability and success of hotels.

Therefore the best service in the department can be maintained through the continuous development of employees and the consistency in good quality of services. This study aims to review the current literature on the issues of employee training & their skills a whole and focuses on the training in the service in the hotel industry in Delhi Ncr. The literature and training theories are applicable to the trainee of the service employees in the department of all hotels which have been evaluated.

2. Review of Training Employees in the Hotel Industry

Many researchers have done several studied in the training of all employees of the hotel industry discussed the training methods which have been adopted so far, to help the hotels in achieving their goals of adding more values to the services that they offer by investing in the training programs of their employees especially in the food and beverage service department seeking better performance and delivering good service to the guests. discuss crucial lack of strategic planning in employee training and recommended a step-by-step approach, addressing some of the ongoing employee problems faced by the industry. This way, all the issues will be investigated and after sorting out the major ones, they could be addressed in priority and individually to achieve the ultimate aim of the industry which is the achievement of higher values in services offered.

There are numerous direct and indirect effects of the training programs, all working out in a single direction which is benefiting the industry growth in many ways such as the quality of services, the

finance of the hotels and also better communication amongst employees with themselves and with others, which could be clearly seen in literature and the work of many researcher which have been studying all aspects of it for years and the entire scenario claims that such trainings are essential and worth investing. To explain in deep, although the training programs require immediate investigation but over a period of time, this could even add to the financial level of the industry. The training costs and the subsequent cost benefit analysis were determined to brand the long-term financial benefits of training. This study established the training needs and discussed the methods of developing employee's skills in the hotel industry. In the same way, Kline and Harris, (2008) identified the barriers of calculating the return on investment (ROI) of the training programmes. He suggested some strategies for human resource managers being able in developing an ROI for these programs and to assess development programs and the accurate budgets for the employees in the hotel industry.

Barrows, (2000) represented an exploratory study on the training line-level of employees in the private clubs in the US, which its result can be related to the same department in the hotel industry. Roehl and Swerdlow, (1999, p.177) examined the relationship between training and the level of organizational commitment of employees in hotels and finally, both the studies confirmed the positive effect that training has on lodging organizations. Similarly, it was found that, an apparent positive relationship exists between training and several aspects of the work environment, which shows how tangibly the necessity of them is to make everything works with lesser effort and management. After knowing all the positive aspects of this training, the key to the success of the industry will be the implementation of the same as Clements and Josiam, (1995) verified that increasing training in the hotel industry and the potential benefits of the training must be recognized and implemented. These recognitions comes from the inspection of other researchers work such as Yang, (2010) who studied staff training in the hotel industry and according to his detailed observation and fine data, these programmes wherever applied has helped each employee in the hotel industry discover the importance of staff training by developing the skills of good employees and let their inner potential grow. After a successful recognition and realization of the training programs and the decision to execute it and train the workers, it is most important to see how employees can conduct the tasks in a better way as the consequence of them. For the same reason, rash et al., (2010) had examined The major factors influencing the ability of hotel's employees' to apply the Training concepts in their actual work. The study was conducted during a major hotel training program to see the quality of

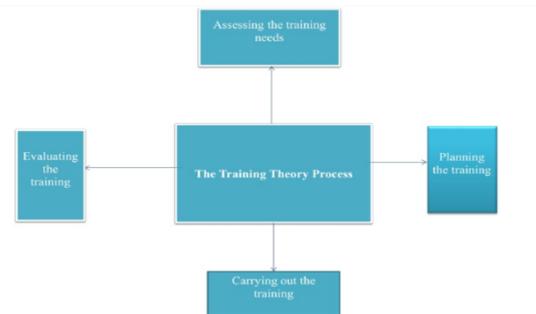
services and the enforcement of tasks given the difference of carrying them out as compare to the time when the employees were not trained which had come out to be positive. Following up the same studies Molnar and Watts, (2000) initiated to discuss job-process training to build consistency. A “big brother” program was implemented to construct the general workplace skills of the young (and older) employees, and the team ideas were finally utilized. The training gap was identified, and the training objective was discussed using the learning curve and on-the-job training. On the same line, Tracey and Cardenas, (1996) believed that training is a tool management that should be used to increase employee efficiency as well as the effectiveness of the training program.

2.1 Benefits and importance of training

The employee training enhances the skills of employees and strengthens their comparative advantages. Effectively and excellent training in service improves the employees’ characteristics and professional abilities. The hotel management also can be benefited from the employee, and accordingly the guests who can enjoy from better quality services offered. Yang, (2010) said In training, employees are introduced to their work in the Service department and are trained to provide better service to increase their level of job satisfaction and explore the on the skills. The trainees are provided with information, knowledge, and experience during the training to understand the service required in a department; subsequently, their self-development and self-confidence are encouraged. The entire team of the employees can learn service tasks, advanced knowledge and techniques that will improve their capabilities to increase productivity, also to solve the problems and complaints from guests.

When it comes to execution of tasks, the effective training allows employees to work and respond faster (Barrows, 1997;Roehl & Swerdlow, 1999, p.177; Yang, 2010). Therefore, the training theory suggests that training should be based on the analysis of needs, making everyone to be learning oriented and be provided by skilled trainers using appropriate methods, and have the support of the entire organization (hotel) for optimum efficiency and benefits.

Description of the food and beverage training theory process The purpose to review this literature is to identify the training theory process and to analyze the existing studies on training SERVICE employees in the hotels of Delhi Ncr based on the training these theory processes.(Barrows, 2000;Yang, 2010). The complete process of the theory has been illustrated in figure1, only for the food and beverage department as seen below.



Source: (Yang, 2010).

Figure (1): Training theory process

The training theory process depends on four main factors firstly, the planning of the training programme which is going to be held, secondly the assessment of the training needs, thirdly the evaluation of the training which has been conducted and lastly, the execution of the training. The whole theory process cannot be completed without the existence of the abovementioned process and the quality of each stage will have a direct effect on the overall result.

Some other bonus key points to know is that, the training is provided for new employee’s to familiarize them with the rules and regulations of the service department and their respective tasks and responsibilities. Besides that, the manager should consider the related aspects for job analysis and performance objectives. The immediate step in the training theory process is the planning of the actual training. Planning is categorized into specific training objectives, designing training programs, and selecting training service methods. Training goals, duration, program structure, location, and selection of trainees are included in planning. Based on the plan, the training program can be effectively performed. The trainer should be well prepared and skilful in terms of knowing the type of services and the appropriate service methods and to make sure that the trainees are encouraged to participate actively in the training. The evaluation of the training is necessary to receive the feedback required in the adjustments of future training.

3. Discussion and conclusions

Food & Beverage Service is a very important department in the hotel industry which is important for training employees so that they can provide better service to guests and also in developing the human resource management quality to increase training plans for the employees in the Delhi ncr Hotels. The Food & Beverage department prepares the basic requirements for the enterprise when dealing with people and a good plan for training employees. Training is the most effective way to develop employees Technical, Communication and to provide better service to the guests. Therefore, many

business sectors in Delhi-ncr are concerned about employee training; making it evident that training is an essential management tool in providing many benefits such as shortening of learning and adaptation. Time, increasing worker effectiveness, helping employees and the Training department to compete in the fast changing environment, and reducing damage and wastage, Assuredly, Employee training is a way of motivating employees, upgrading their skills, expanding their knowledge, and preparing them for self-development. The benefit of training employees and the company should be emphasized to understand its value. As employees and trainers from hotels are invited by the human resource department of the hotel, their experiences are introduced to the trainees and in effect remind the employees of the importance of staff training. The main purpose of employee training in hotels is to provide the employees with the qualities required to offer better guest service, leading to self-development. Finally, this study highlights the importance of staff training to assist the hotel management in solving the current problems of employees with adoption of proper training methods. In the same way the hotel needs and issues can be worked out with acquired cooperation of the hotel management team and its employees and in whole, the training theory process helps the personal development of the employees of the service department. Very few studies have discussed the necessity of an employee training programme within the service department in the country of Delhi ncr. Thus, further research expects from future scholars to address on the subject.

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