TRAINING & RETAINING EMPLOYEES IN HOTELS: AN EXPLORATORY STUDY OF UDAIPUR REGION

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Abstract
People are the most important and valuable resources that every organization has in the form of its employees. Progressive and growth- oriented organizations are developed by the vibrant people. Competent and motivated people can make things happen and enable organization achieve its goals.

Human Resource Development (HRD) deals with creating conditions that enable people to get the best out of themselves. Development is an endless process. To meet the challenges of the changing environment, people need to develop new directions to solve, new problems and issues, on the basis of goals towards which all human resource development effort should aim to achieve. At an individual level the goals may be achieved by ensuring the scope for new dimensions and developing capabilities which leads to their growth and success, whereas, at the organizational level, productivity and profitability of the organization can be achieved by having competent and motivated employees. Thus, HRD is a process with a common objective to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. This study explored factors of training to retain the valuable human resource and tries to find the impact of training on employee retention in hotel industry.

Keywords: Human Resource Development, Training, Retention.

INTRODUCTION

 "Human Resources" may be thought of as the total knowledge, skill, creative abilities, talents and aptitudes of an organization's work force as well as the values, attitudes and benefits of an individual involved in the organization (Panigraphy, 1990). 'Development' means enhancing, improving skills & capabilities of an individual in the present job as well as bringing into the light the hidden qualities of an individual for a future job assignment (Gupta, 1996). These capabilities & skills have to seek equivalence between organizational and individual goals. The essence of HRD is to bring out the best from people which means bringing out better performance or higher productivity depending on the level of knowledge, skills, positive work attitude and values of all employees in the organization. It is a process of raising or enhancing the potentialities of manpower resources. This process may lead to the integration of the goals of individuals with organizational goals, improving performance of individuals and developing productive groups. The organization as a whole aims at the development and the optimum utilization of manpower resources.

Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities.

The management of human resource plays an important role in the service industry, especially in the hospitality business. The involvement of employees in the production of services is relatively high in the hospitality industry and service is co-produced through close participation between employees and the consumers. Thus, employees play one of the most significant roles in the hospitality industry.

A good employer should know how to attract and retain its employees. It is not only the cost incurred by the organization that emphasizes the need of retraining employees but also the need to retain trained employees from getting being poached.

Employee retention is a major drawback in this particular industry where the turnover rate is very high and so special efforts should be made to retain employees.In this research, we have tried to emphasize on training as it has been observed that training is given at induction and only on-the-job training is provided to major employees at different levels. The performance appraisal and the compensation provided to them after training is not very much high up to their expectations and the results of training are also not upto the mark. Therefore, the new strategies should be developed in the field of human resource management, particularly, for service industry, that to in hotels. It is so because in hotels, the service providers play an important role in satisfying the customers. In hotels the customers are directly in contact with the service providers. Ultimately, the hotels have to satisfy the customers and build a brand image. Some hotels with their brand names are still gaining productivity, but there to, the problem of employee retention is faced. Therefore, it is observed that there is a loophole between the HR practices and employee satisfaction. To satisfy the employees' different measures should be taken.

RELEVANT TRAINING FOR HOTEL INDUSTRY
Relevant training is required for the hospitality industry in India. It can be described in the following sub- sections-

Source for Pre - Employment Training: Source for pre-employment training for Indian hospitality sector is available from various government run institutions such as Institute of Hotel Management, Catering Technology and Applied Nutrition. Over a long period, they were the only source of qualified and trained manpower for the Indian Hospitality industry. With the advent of liberalized education policy, a number of private institutions have come up. However the quality of training imparted institutions requires fresh appraisal. Under Industrial training Institutes, they run apprenticeship programmes with the active support of five star hotels. The range of the programme varies quite widely.

In-house Programme: some of the reputed hotel chains in India have developed their in-house training department, as the requirement of each of these reputed hotels are so unique to their own organization that training is not easily available outside. These in-house training departments predominantly engage in operational training, cultural indoctrination, new process education training, and so on. They operate at a lower platform end of training workspace. Specialized training is often outsourced from small training firms.

Small Training Firms: in India, small training firms have grown rapidly. They operate in a specific area of management training. They are specialists in some of the human development process, and some reputed hotel chains avail of their services from to time.

Management Development Programme: Most of the reputed management institutes run management development programmes. Academic professionals from these institutes impart training on various issues such as negotiation skill, revenue management, data driven marketing management and sales training. These programmes are relatively costly and only selected employees from reputed hotel chains attend such programmes.

With this view, the hotels in Udaipur provide different kinds of training programmes. They are as:
- Management Training Programme
- Operational Training Programme
- On-the-job Training programme
- Apprenticeship/ Industrial Training

TRAINING FOR RETAINING EMPLOYEE IN HOTELS
There are many challenges and opportunities involved in the successful operation of today's businesses. They can range from the ever-changing economic status of the region to the threatening competition of markets.

In a global context, employee retention is considered as an important part of each organization. Most of the organizations are judged on the basis of their turnover rate. The rate of turnover affects the performance of an organization. Low turnover ensures that organization is retaining their competent employees by providing them better-quality environment which increases the performance of an individual employee.

Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Organizations face lot of problems in retaining their employees for longer durations. If a person is not satisfied by the job he's doing, he may switch over to some other suitable job. The reasons should be understood by the employer and should be taken care of. Most organizations are becoming aware of the reasons and are adopting many strategies for employee retention.

Hotels today are interested in retaining valuable employees and good employees are increasingly becoming more difficult to find. As hospitality industry continues to experience significant growth, employee retention has become a priority.
Retention matters because high turnover creates high replacement costs and is clearly associated with low levels of customer satisfaction, customer loyalty, and lost revenues.

Retention is particularly challenging today due to an aging work force and a growing imbalance in the supply and demand of qualified personnel.

In this continually changing global economy, organizations need to understand and utilize key concepts concerning employee retention. With the growing industry, it had become important for hotels to redesign work to create quality jobs,

primarily in order to increase employee motivation. Looking to the future means, problem solving strategies in the hospitality industry are becoming critically important for organizational effectiveness. To retain employees two key areas can be targeted: target front-line managers and supervisors and in organizations where employees receive proper training to assume greater responsibilities, their turnover rates are generally lower.

IMPORTANCE OF EMPLOYEE RETENTION
Employee retention has become a serious and complex problem for all organisations. Managing employee retention and keeping turnover rate below target and industry norms is one of the most challenging issues facing organisations.

Kaye and Jordan-Evans point out that retention is increasingly important as a result of:
- The shortage of skilled workers,
- Changes in employee attitudes,
- The availability of new employment options,
- The high costs associated with hiring new talent, and
- The fact that in the new global economy, having talented employees is the differentiator.

REVIEW OF LITERATURE
- Mac Carthy Tsatsu (2014) in the research paper "The Nature and Causes of Employee Turnover and Absenteeism in the Hospitality Industry in Ghana". The main objective of the research is to critically evaluate and analyse the causes of employee turnover and absenteeism in the hospitality industry in relation to employee and employer commitments. The study revealed that major causes of employee turnover are that a greater proportion of the employees likely to quit if they get better opportunities. The other reasons for employee turnover are poor reward and compensation system, deplorable and repulsive working environment and absence of promising career progression scheme. To retain employees in the hospitality industry management should aim at investing more resources in training programs to improve leadership skills, which will improve employee- management relations, empower the employees, involve them in taking major decisions and to make their jobs more challenging and interesting to promote personal growth and advancement.

- P. Nischithaa and Rao Narasimha (2014) in the research paper "The Importance of Training & Development Programs in Hotel Industry". The research explored the training needs of the employees in hotel industry. The purpose of the paper is to identify the techniques of training & development used in hotels and the methods used to evaluate training programs. It has been observed that HR departments should emphasize the importance of training programs for the success of the organization. The hotels should develop training programs with its business objectives, core values and strategic goals in mind.

- Vasquez Dario (2014) in the research paper "Employee Retention for Economic Stabilization: A Qualitative Phenomenological Study in the Hospitality Sector". The purpose of the study was to explore the reasons and motivating factors that cause employee to remain in hospitality industry. The study revealed that employee retention can increase organizational performance and strengthen the nation's economy. Management can retain employees by creating new training programs and career opportunities. It also revealed that good relationships between managers and employees contribute to greater performance, more enthusiasm to perform task and greater employee satisfaction. Employees can be retained in the organization that create good working environment including management support, reward and incentive programs in the hospitality sector.

- Ahmmad Shamim (2013) in the research study, "Importance of Training in Hotel Industry". The aim of the study is to assess the importance of training in hospitality industry. The study revealed that it is important to invest in human resources through training in order to improve the functioning of the organization and because of the enhanced quality, innovation, continual increased productivity and in turn improved profit can be achieved. The study is conducted at Hotel Hilton Cyprus and its objective were to examine the training system of Hilton Cyprus and to make appropriate recommendations for more effective training system, to evaluate training development programs of the hotel and to recognize the training needs and effective training methods in order to meet the goal of hospitality industry. The study recommended that in order to survive the hotels must set strategic goals, identify the needs for implementation, train their employees and give them appropriate knowledge and skills. In order to have successful training for employees there should be an evaluation process so as to appraise whether the training program held have positive result on employees' performance and whether the knowledge gained is applicable to job.

- Ameeq - ul - Ameeq and Furqan Hanif (2013) in the research paper "Impact of Training on Employee's Development and Performance in Hotel Industry of Lahore, Pakistan". The main aim of the study is to find out whether the training programs used in the hotels of Lahore are actually helping employees to develop and perform their task. The study shows that training has direct influence on employee's performance and it tends to increase the overall performance of an employee.

RESEARCH METHODOLOGY
Objectives of the Study
The objectives of the study are-
- To study the various factors affecting employee retention in hotel industry with respect to Training
- To identify the impact of training on employee retention

Tool of Data Collection
To accomplish the objectives of the present study a semi- structured self-constructed questionnaire was prepared and used. In the course of developing a questionnaire, a preliminary survey of small group of respondents and experts was made for the purpose of enumerating the aspects around which the questions were to be eventually framed. 23 items were included in the tool to measure the determinants of Training, Training Need Analysis and Implementation and Feedback of Training Programme.

DATA ANALYSIS

Table 1: Demographic Profile of the Respondents

Qualification	No. of Respondents	Percentage
Higher Secondary	44	17.6
Under Graduate	59	23.6
Post Graduate	13	5.2
Professional Course	131	52.4
Missing Values	3	1.2
Age		
20-30 years	171	68.4
30-40 years	52	20.8
40-50 years	21	8.4
Above 50 years	3	1.2
Missing Values	3	1.2
Gender		
Male	231	92.4
Female	19	7.6
Marital Status		
Married	119	47.6
Unmarried	128	51.2
Missing Values	3	1.2
Total Experience		
0-5 years	118	47.2
5-10 years	66	26.4
10-15 years	29	11.6
15-20 years	28	11.2
More than 20 years	5	2
Missing Values	4	1.6
Work Experience in Current Organization		
0-5 years	202	80.8
5-10 years	26	10.4
10-15 years	5	2

15-20 years	6	2.4
Missing Values	11	4.4
No. of Organizations Respondents Worked in Last Five Years		
0-2 organization	161	64.4
3-4 organizations	69	27.6
5-6 organizations	8	3.2
7-8 organizations	1	0.4
Missing Values	11	4.4
No. of promotions		
0-2 promotions	208	83.2
3-4 promotions	56	22.4
5-6 promotions	3	1.2
7-8 promotions	4	1.6
Missing Values	7	2.8
Type of Training Received		
On the Job	117	46.8
Off the Job	8	3.2
Both	125	50
Duration of Training attended		
0-25 hours	181	72.4
26-50 hours	26	10.4
51-75 hours	22	8.8
76-100 hours	11	4.4
More than 100 hours	3	1.2
Missing Values	7	2.8
Satisfaction		
Satisfied	233	93.2
Dissatisfied	17	6.8

Inference: The demographic profile of the sample clarifies the age group, gender, marital Status, qualification of the respondents. It is found that large share of respondents belongs to the age group of 20-30 years (68.4%). It is due to the fact that most of the employees who are working in hotel industry are freshers. 52.4% of respondents have undergone a professional course. Majority of them i.e. 92.4% are males with 47.2% having a total experience of less than 5 years. It is also observed that maximum respondents (83.2%) have received 2 or less promotions and respondents undergone on the job training is 46.8% where maximum 72.4% have attended a training of 0-25 hours and out of total 250 respondents 93.2% are satisfied with their job and only 6.8% are dissatisfied which shows that respondents of diversified profile gave their responses.

Cronbach Alpha for Reliability
Reliability test has been made for testing the reliability of General HR practices with the help of Cronbach Alpha . The table shows that the Cronbach value of data is .954 which is excellent, according to different theory of reliability value above 0.6 is appropriate, low value below the 0.5 implies that reliability may not be appropriate.

Case Processing Summary			
		N	%
Cases	Valid	245	96.1
	Excluded[a]	10	3.9
	Total	255	100.0
a. Listwise deletion based on all variables in the procedure.			

Table -2, Cronbach Alpha Reliability Statistics

Cronbach's Alpha	N of Items
.955	82

FACTOR ANALYSIS
The results of extraction of general HR practices – Barlett's test of spehricity and Kaiser – Olkin (KMO) measure are adopted to determine the appropriateness of data set for factor analysis. High value between 0.5 to 1 of KMO indicates that the factor analysis is appropriate, low value below the 0.5 implies that factor analysis may not be appropriate. In this study the result of Barlett's test of Spehricity (0.000) and KMO (.876) indicates that the data are appropriate for factor analysis.

Principal Component Analysis was employed for extracting factors followed by Varimax rotation. The number of factors to be extracted was finalized on the basis of "Latent Root Criterian" i.e., factors with Eigen values greater than 1 have been selected. All factor loadings greater than 0.5 have been considered for further analysis.

Factors of Training
The results of extraction of Training – Bartlett's test of Spehricity and Kaiser – Meyer - Olkin (KMO) measure are adopted to determine the appropriateness of data set for factor analysis. High value between 0.5 to 1 of KMO indicates that the factor analysis is appropriate, low value below the 0.5 implies that factor analysis may not be appropriate. In this study the result of Barlett's test of Spehricity (0.000) and KMO (.887) indicates that the data are appropriate for factor analysis as shown in Table 5.25.

Principal Component Analysis was employed for extracting factors followed by Varimax rotation. The number of factors to be extracted was finalized on the basis of "Latent Root Criterian" i.e., factors with Eigen values greater than 1 have been selected. All factor loadings greater than 0.5 have been considered for further analysis.

Table -3, KMO and Bartlett's Test Statistics of Training

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
	Approx. Chi-Square	3443.744
Bartlett's Test of Sphericity	df	253
	Sig.	.000

Total 23 variables have been considered under training practices which influences employee retention in hotel industry, out of which, five factors were extracted.

Communality value for all the variables was greater than 0.6 indicating a healthy proportion of variance explained for each variable included in the research.

Table- 4, Total Variance Explained for Factors of Training

Compone nt	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.535	41.458	41.458	9.535	41.458	41.458	4.651	20.220	20.220
2	1.829	7.953	49.411	1.829	7.953	49.411	3.206	13.939	34.159
3	1.508	6.558	55.969	1.508	6.558	55.969	3.116	13.546	47.705
4	1.370	5.958	61.927	1.370	5.958	61.927	2.710	11.782	59.488
5	1.136	4.938	66.865	1.136	4.938	66.865	1.697	7.377	66.865
6	.828	3.599	70.464						
7	.788	3.425	73.889						
8	.745	3.237	77.126						
9	.676	2.940	80.066						
10	.633	2.751	82.817						
11	.548	2.381	85.198						
12	.488	2.120	87.319						
13	.399	1.736	89.055						

14	.356	1.549	90.604							
15	.342	1.485	92.089							
16	.320	1.391	93.480							
17	.306	1.330	94.809							
18	.259	1.128	95.937							
19	.241	1.047	96.984							
20	.186	.809	97.793							
21	.181	.786	98.579							
22	.171	.744	99.323							
23	.156	.677	100.000							
Extraction Method: Principal Component Analysis.										

Table- 5, Rotated Component Matrix of Factors of Training

	Component				
	1	**2**	**3**	**4**	**5**
Training in work interest	.035	.519	.479	.054	.203
training is solution	.132	.684	.012	-.029	.544
equipping latest knowledge	.193	.048	.263	.192	.698
clear objectives	-.025	.175	.714	-.006	.414
logical sequence	.374	.053	.767	.194	.106
evaluated competencies	.576	.067	.397	.321	.168
continuous instructions	.273	.193	.592	.325	.065
try out	.623	.163	.269	-.472	.151
assessing training needs	.638	.043	.080	.104	.403
identification of training needs	.496	.194	.136	.444	.437
considering needs & requirements	.640	.203	.045	.206	.255
Skills, knowledge & ability	.569	.096	.199	.494	.262
participation in training	.770	.126	.192	.143	-.071
training policy	.657	.459	.119	.038	-.151
training calendar	.341	.671	.163	.205	.092
allocation of funds	.503	.576	-.026	.276	.020
improve capability	.399	.125	.109	.740	.108
training before new jobs	-.010	.571	.276	.579	.100
adequate importance	.116	.234	.345	.726	.123
supportive climate	.150	.650	.446	.092	-.106
congruent career plans	.269	.445	.581	.304	-.102
acquire skills	.538	.472	.175	.206	.220
Monitoring	.568	.167	.468	.109	.070
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 14 iterations.					

Table – 6, Factor Loadings of Training

Name of Factor	Indicators	Factor Loadings	Variance Explained
Training Need Assessment	Employee's competencies are evaluated during the training process	.576	20.220
	Employees returning from training programmes are given opportunities to try out what they have learnt	.623	
	There is a process for assessing the organization's immediate training needs and individual's development needs	.638	
	Training programmes are designed after considering need & requirements of the employees	.640	

	The individual's job related skills, knowledge and ability were considering in assessing training needs	.569	
	Employees in the organization participate in determining the training they need	.770	
	There is a widely shared training and development policy in the organization	.657	
	The employees are helped to acquire technical knowledge and skills through training	.538	
	The result of training programmes are monitored	.568	
Training Schedule	The organization gives me the opportunity to get training in the work that interests me	.519	13.939
	Training is the only solution to develop human resources	.684	
	Training calendar provides in detail the number of training programmes to be provided to the employees in that year	.671	
	Allocation of funds is made in the budget to conduct training programmes	.576	
	There is strong supportive climate for training	.650	
Training Content	Training objectives are clear	.714	13.546
	The training process follow a logical sequence	.767	
	The company provides continuous instruction after the training process is finished	.592	
	Employee training is congruent with career plans	.581	
Skill Enhancement	Training programmes organized help to improve one's capability and potential	.740	11.782
	Employees are given training before they are placed on new jobs/ assignments	.579	
	Training of workers is given adequate importance in the organization	.726	
Employee Development	Training helps in equipping with latest knowledge	.698	7.377

FACTOR DESCRIPTION
Training Need Assessment- The first factor has been named as Training need assessment. It accounted for 9.535 Eigen value with a total factor loading of 5.579 and 20.220 percentage of variance. Total nine indicators were loaded in the first factor to represent training need assessment. Factor 1, included items such as employee's competencies are evaluated during training, opportunities are given to try what one have learnt during training, organization's training needs and employees development needs are assessed, training program are designed after considering employees needs and requirements, employees KSA were considered in assessing training needs, employees are helped to acquire technical skills and knowledge through training and the results of training are monitored. It suggests that training should be provided to the employees after identifying their needs and requirements so that employees feel satisfied as they are getting chances to develop them and will retain with the same organization.

Training Schedule - The second factor focused on training schedule consisting of five indicators. It explained 13.939 percent of variance with an Eigen value of 1.829. The factor included indicators related to the organization provides opportunity to get training in the work of one's interest, training is the solution to develop human resources, training calendar specifies the number of training provided, allocation of funds is made in the budget to conduct training and there is strong supportive climate for training.

Training Content- A total of four indicators were loaded in the third factor to represent training content. Factor 3, included items such as training objectives are clear, follows a logical sequence, provides continuous instructions after the program is fixed and are congruent with career plans. It accounted for 1.508 Eigen value and 13.546 percent of variance with a total factor loading of 2.654.

Skill Enhancement- Total three indicators were loaded in the fourth factor to represent skill enhancement of employees. Factor 4, included items such as training helps to improve one's capability and potential, training is given before employees are placed on new jobs/ assignments and training of worker is given adequate importance in the organization. It accounted for 1.370 Eigen value and 11.782 percent of variance with a total factor loading of 2.045.

Employee Development - Only one indicator was loaded in the fifth factor to represent employee development. One item included in Factor 5 is training helps employees equipping with latest knowledge. It accounted for 1.136 Eigen value and 7.377 percent of variance with a factor loading of .698.

Hypothesis testing
To study the impact of training on employee retention
H0: Training does not have any significant impact on employee retention
To test the above hypothesis chi-square test is applied.

Table – 7, Cross Tabulation

Experience with Current Organization * Training Duration Cross Tabulation							
		Training Duration					Total
		0-25 hours	25-50 hours	50-75 hours	75-100 hours	More than 100 hours	
Experience with Current Organization	0-5 years	160	19	11	10	2	202
	5-10 years	14	4	7	1	0	26
	10-15 years	1	2	1	0	1	5
	15-20 years	2	1	3	0	0	6
Total		177	26	22	11	3	239

Table – 8, Output of Chi-square Test

Tabular Value	Calculated Value	Degree of Freedom	H0 Accepted or Rejected
21	63.18	12	Rejected

* At 95% level of significance

Interpretation: From the above table it is inferred that at 95% level of significance and 12 degree of freedom, the calculated value of chi-square is 63.18 and tabular value is 21. Since the Tabular value of chi-square is less than the calculated value which rejects null hypothesis and it shows that trainings given to the employees has a significant impact on employee retention in hotels of Udaipur.

FINDINGS FROM THE SURVEY
- The demographic profile of the sample clarifies the age group, gender, marital Status, qualification of the respondents. It is found that large share of respondents belongs to the age group of 20-30 years (68.4%). It is due to the fact that most of the employees who are working in hotel industry are freshers. 52.4% of respondents have undergone a professional course. Majority of them i.e. 92.4% are males with 47.2% having a total experience of less than 5 years. It is also observed that maximum respondents (83.2%) have received 2 or less promotions and respondents undergone on the job training is 46.8% where maximum 72.4% have attended a training of 0-25 hours and out of total 250 respondents 93.2% are satisfied with their job and only 6.8% are dissatisfied which shows that respondents of diversified profile gave their responses.
- The study makes an important contribution in identifying the factors leading to employee retention. These determinants described the importance of retaining employees with the help of major HR practices of training .
  - The study validates the proposition that employee retention in hotel industry can be determined by five factors of training.
  - The five factors of training are- Training Need Assessment, Employee Development, Training Implementation, Skill Enhancement and Employee Advancement
  - There is significant impact of training on retaining employees in hotel industry which lay emphasis on training to be an integral part of HRD practices and it should be conducted effectively as and when required after proper assessment of training needs. The trained employees are more likely to retain in the hotels as it equips them to cope up with the new changes in the internal and external environment of the hotel industry.

CONCLUSION

Hotels being a service industry are a human experience, a geographical phenomenon, a resource value and a business industry. It is an important instrument for economic development and employment generation. The industry today is globally recognized as a major economic contributor and the flow of investment in this field is constantly upwards.

The hotel industry is facing various challenges in the field of human resources management. One of the critical issues in this regard is the retention of workforce. The industry is critically facing the shortage of skilled quality personnel and at the same point of time it has a very high employee attrition rate.The HR manager should play a very crucial role in performing HRD practices effectively in hotels to cope up with the increasing demand of skilled and efficient workforce.

The present research focuses on HRD practices specially training to retain employees in hotel industry. The training and development plan of the hotels needs to aim at developing talents to perform effectively in present and in future at higher levels with more challenging work situations. It has become imperative for the hotel industry to concentrate on HRD practices for grooming the employees in such a manner so as to flourish and achieve competitiveness.

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