

Role of Training and Development Programmes and Their Impact on Human Resource Performance in Tourism Industry: Case Study of Shimla

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Abstract

Tourism is travel for recreational, leisure or business purposes. The World Tourism Organization defines tourists as people who "travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited". Tourism has become a popular global leisure activity. Human Resource Management is defined as the people who staff and manage organization. It comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in organization. Training and Development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format. The present study is an attempt to examine the Role of training and development programs and their impact on human resource performance in tourism industry. The study is expected to highlight the positive and the deficiencies of training and development program which may be as a result of external environment or due to internal situations and suggest corrective measures which if taken may result in improvement in services, high employee satisfaction level and more revenue. The study will also be helpful in the future planning, as well as in analyzing the potential growth of Tourism services including Tourism planning and procedural changes, if any, required in consonance with the changing times bringing more and more challenges.

Introduction

Mathieson and Wall (1982) created a good working definition of tourism as "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs." Tourism is a collection of activities, services and industries that delivers a travel experience, including transportation, accommodations, eating and drinking establishments, retail shops, entertainment businesses, activity facilities and other hospitality services provided for individuals or groups traveling away from home. The World Tourism Organization (WTO) claims that tourism is currently the world's largest industry with annual revenues of over \$3 trillion dollars. The tourism industry in India is substantial and vibrant, and the country is fast becoming a major global destination. India's travel and tourism industry is one of them most profitable industries in the country, and also credited with contributing a substantial amount of foreign exchange. The Tourism Ministry has also played an important role in the development of the industry,

initiating advertising campaigns such as the "Incredible India" campaign, which promoted India's culture and tourist attractions in a fresh and memorable way. The campaign helped create a colorful image of India in the minds of consumers all over the world, and has directly led to an increase in the interest among tourists. The natural beauty of Himachal Pradesh has made Himachal Pradesh Tourism really popular for a long time now. Tourists in Himachal Pradesh can indulge in a plethora of activities while they are on vacation. In Himachal Pradesh, tourists can go trekking and camping, indulge in adventure tourism, eco-tourism, religious tourism, visit wildlife sanctuaries, tour lakes, and attend fairs and festivals. Places of attraction in Himachal Pradesh are Shimla, Kufri, Chail, Chamba, Manali, Dharamsala, Lahaul, and Spiti. Human Resource Management is defined as the people who staff and manage organization. It comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in organization. Training and Development is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

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Traditional and Modern Approach of Training and Development

Traditional Approach – Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

The modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results. The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

Objectives

- To know about the tourism industry in Himachal Pradesh
- To know the impact of training and development on human resource in tourism industry
- To provide suggestions to the tourism industry people to make study more result oriented

Materials and Methods

The sample of 100 employees of five different hotels of Shimla has been used for the study. The employees of Peter Hoff, Peach Blossom, Holiday Home, Asia the Dawn and Woodville were selected as sample. The method used for sampling was convenient and random sampling. The employees were selected from different levels (both higher and lower level). The employees selected were 20 from each hotel. The techniques and methods used to arrive at the conclusion are average, mean and simple percentage.

Results and Discussion

Table 1: Employees' Perception Regarding Training and Development

Cost or Investment	
Cost	08
Investment	92
Total	100

The above table shows that 92% of the employees believe that training and development is an investment for an organization while 8% believe that it's a cost for an organization.

1. Most frequently Trained Staff

Table 2: Frequently trained Staff

Staff	Ranking				Total	Ranking
	4	3	2	1		
Senior Staff	1	2	28	69	135	4 TH
Junior Staff	5	15	23	57	168	3 RD
New Staff	10	55	30	5	271	2 ND
Sales Staff	60	35	4	1	354	1 ST

The above table shows that the most frequently trained staff is sales staff, as it is ranked first. The second most frequently ranked staff is the new staff. Junior Staff and Senior Staff are ranked third and fourth, respectively.

2. Frequency of Training

Table 3: Frequency of Training

Once in a year	67
Once in a month	33
Once in three months	-
Once in six months	-
Total	100

The above table represents that in most of the organizations training is provided once in a year and in some organizations it is provided once in six months.

3. Purpose of Training

Table 4: Purpose of Training

Purpose	Ranking				Total	Ranking
	4	3	2	1		
Learning about the duties of the job	51	23	13	10	309	1st
Learning about the internal working and policies	16	46	26	12	266	2nd
Learning the value and aim of the business	7	15	17	61	168	4th
Assist employees in exploring their competencies	23	11	49	17	240	3rd

The above table shows the purpose of training given to the new hires. The table shows that main motive is to make the employees aware of their duties related to the job. Awareness regarding policies and internal working of the organization is kept secondary and the exploiting the competence of the

employees is ranked third. Training people to learn value and aim of the business is ranked fourth.

4. Analyzing the Training Needs

Table 5: Training needs analysis

By taking into consideration	3	2	1	Total	Ranking
Knowledge required to do a job	51	33	16	235	1st
Skills to do a job	34	42	14	200	2nd
Attitude required to do a job	30	27	43	187	3rd

This analysis shows that most of the time training needs are analysed by taking into consideration the knowledge required to do a job, followed by the skills required to do a job. The attitude required to do a job is ranked third for analyzing the training needs.

6. Need of Training

Table 6: Need of Training

Need of Training for	
Current Job	89
Future Development	11
Total	100

The above analysis shows that most of the trainings are provided for the current job. Only 11% the training is provided keeping in view the future development.

7. Mode of Training

Table 7: Mode of Training

Mode of Training	Ranking					Total	Ranking
	4	3	2	1			
Job Rotation	10	12	31	47	185	4th	
External Training	31	44	13	12	294	2nd	
Conference/ Discussion	20	11	39	30	221	3rd	
Programmed Instruction	51	19	17	13	348	1st	

The above analysis shows that in most of the organization, mode of training used is programmed instruction. External Training is also used widely in many organizations. Conference and Discussions are also into use but job rotation is not much preferred, as it is ranked fourth.

8. Barriers to Training

55% of the employees believe that the barrier to training is lack of interest by staff in the training program. 30% believe that it is the lack of time that is the barrier to training. 10% believe that may be due to shortage of money there is not a

proper training program and 5% of the employees believe that there is not the availability of a good skilled trainer.

Table 8: Barriers to Training

Barriers to Training	
Time	30
Lack of Interest by Staff	55
Money	10
Non-availability of skilled trainers	5
Total	100

Following are the questions that are based on the Kirkpatrick model

Questions	Yes	No
• Did/Do the trainees enjoy the training?	45	65
• Did you consider the training relevant?	90	10
• Did the trainees learn, what was intended to be taught?	80	20
• Did the trainees put their learning into effect when back on job?	70	30
• Was their noticeable and measurable change in the activity and performance of the trainees when back in their roles?	60	40
• Did training help in increasing job-engagement in your organization?	70	30
• Did training improve the efficiency and performance of the trainees?	70	30
• Did training increase interest of the employees in their jobs?	70	30

The first two questions in the table cover Level 1 of the Kirkpatrick model, which deals with the reaction of trainees. Though they did not enjoy the training, but they believe it was relevant to their job profile.

The second Level of the model, which deals with learning, is covered by the next two questions. 70% of the total surveyed employees agree that they learnt what was intended to be taught and did put the leaning into effect.

The next two questions cover Level 3 of the model, which deals with the behavior of the trainees. Most of the employees' response was positive. They agreed that the training brought a noticeable change in their performance and increased job-engagement.

The last level of the model deals with the Result. The response was again very positive by most of the employees. They agreed that the training improved their interest in the job and hence improved their performance.

Conclusions

The study "Role of training and Development Programs and their impact on Human Resource Performance in Tourism Industry: Case Study of Himachal Pradesh" has highlighted the importance of training and development in Tourism Industry. The study has given the following conclusion:

- Most of the employees consider training and development as an investment by the organization.
- Sales staff is given the training and development most frequently as compared to other staff. Then comes the new staff, which has to be trained about their new job and responsibilities.
- In most of the organizations training and development is provided once in a year or once in six months.
- Purpose of the training and development is to make employee aware of their duties, exploring their competence, make them aware of the policies and internal working of the organization and also make them aware of the values and aim of the organization.
- Training and development needs are analysed by taking into consideration the knowledge and skills required for the job. Attitude towards the job is also one of the criteria taken into consideration.
- Most of the organizations provide training and development keeping in view the needs of current job and few also concentrate on future needs.
- There are various modes of training and development used by the organizations to provide training. Most frequently used method is of programmed instructions. External Training, conference and job rotation are some other methods used.
- From the Kirkpatrick model, it could be analysed that though trainees did not find training interesting, but they considered it useful. Training improved their performance and interest in the job, as they were now clear about their job roles and duties
- There are many barriers to training and development e.g. lack of interest by the staff, non-availability of the skilled trainer, lack of time on behalf of the management or the employees or the lack of money in organization to organize a good training and development program.

Suggestions

The organizations should make the training program interesting and appealing to employees. It can be done by motivating them to attend such programs, either by keeping some rewards in the program or by making the programs more interactive. The training programs should be provided more frequently, so as to keep the employees active and motivated. It was observed that junior level or lower level employees show less interest in the training programs due to lack of rewards and recognition. Therefore, it should be kept in mind to motivate employees of all level at every stage.

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