3.1 Research – A Prologue

In a general parlance, research refers to a search of knowledge. This term is used in a technical sense. It is basically a system of techniques to sort out the solution of problem of research.

**It consists of these steps:**

<table>
<thead>
<tr>
<th>Define objective of research</th>
<th>Develop plan for the research</th>
<th>Gather information</th>
<th>Analyze information</th>
<th>Present results</th>
</tr>
</thead>
</table>

3.2 Review of Literature

Literature review is a body of text that aims to analyze, evaluate and summarize the critical points about a specific topic. It is an assessment of the current state of knowledge or current state of art in a particular field.

**Purpose of literature review**

Review of literature focuses on the critical issues of current knowledge on this particular topic. The main purposes related to literature are:

1. To analyze relevant research carried out on this particular research topic.
2. To identify the concepts related to it as well as to analyze relationship between them and to formulate research hypothesis.
3. To study how others structured their reports.

For the purpose of this study a lot of literature has been reviewed, that is, books, journals, magazines, newspapers, etc. Few of related among them have been cited below:
Nickson, D.P. and Baum, T.G. and Losekoot, E. and Morrison, A.J. and Frochot, I. (2012) in his article “Skills, organizational performance and economic activity in the hospitality industry” concluded that to understand some reasons which force the organization to work on particular ways to achieve competitive advantage. In Hospitality industry practices like high level of knowledge, high salary and good quality is used. This paper focuses on the marketing strategies of the company which influences the internal factors and external factors which affects the level of knowledge, organizations working patterns and management system of superiors. It focuses on best managerial training practices to carry forward the agenda of future research of Human Resource Management in the hotel industry. Results of the paper are based on the interview process of existing employees which address the HRM issues in Hospitality Industry. [3]

Ongori, H. (2011) in his research paper “Labour turnover: A major dilemma” stated that employee turnover is the major issue in each and every organization. Many research papers were there on this topic. A researcher mainly focuses on the single issue employee turnover and analyzing the sources of labour turnover. This research paper analyses sources of employee turnover as well as various strategies which are used by the managers of the different organizations in order to increase the level of continuity or minimizes the employee turnover. [4]

Dr. Dwevidi and Ona Ladiwal (2011) in his research paper “Training Practices in Indian Organizations: An Overview” discussed the new trend in the corporate world is to emphasize more on applying systematic approach to Training and Development in order to achieve higher level of Organizational Effectiveness is discussed with
some industrial examples of; Infosys, Aditya Birla group, Syndicate bank, IBM and Accenture. It is found that training function is predominantly structured as an integral part of Human Resource Department though some Organizations have separate training departments. Author tries to attempt to link the Organizations business strategy and training together. Corporate India too has predictable training initiatives as strategic priority rather than reactive approach, and it is used as a means to transform in order to survive in the competitive world.\textsuperscript{[5]}

Anitha Thomas and Anirudha Paschal (2010) in his research paper “Case in Competency: Training Need Assessment” demonstrates the value of taking an enterprise focus in developing appropriate training arrangements. Considerable effort has gone into producing industry-wise standards in competency assessment. The challenge is to set standards to achieve consistency but also to ensure that they are adapted to the needs of Organizational Effectiveness. Author only confirms the importance of the company’s vision but also the value that comes from linking recognition and training arrangements into a wider emerging set of industry skills. The legacy of a company’s assessment center has made many developments which has imitated change in workplace activities and has successful in addressing the deficiency areas with a change.\textsuperscript{[6]}

Peter Haynes, Glenda Fryer, (2008) in his article "Human resources, service quality and performance: a case study" embarked that the relationship between the policies and practices with the organizational performance are not properly defined. The plans and practices which are adopted by the Human Resource Management of the luxury hotels in formulating strategic decisions to enhance the efficiency of quality of work or the service quality is analyzed by the open ended interviews with
the management and by observing the managerial documents. The main focus of HRM plans and practices is on working patterns and the organizational structure. Models of HRM which has its impacts positively on the indicators of services used by the organization.\[^7\]

**Konakanchi Prashanth and Vivek Gupta (2005) in his article “HRM Training and Development in Marriott International”** concluded that Marriott International’s (Marriott) Training and Development programme which earned it the reputation of being ‘the best place to work’ in the Hospitality Industry. This article gives an overview of the best practices employed by the company in the training and development of employees. In the Hospitality Industry, where Employees’ Turnover rates are high, Marriott’s primary challenge was to attract and retain the best people. In order to meet the challenge, Marriott made all efforts to provide its new recruits with right value proposition, which was superior to mere monetary compensation; these included good leadership, better growth, opportunities and an employee-friendly work environment.\[^8\]

**Mohamed E Ibrahim (2004) in his article, “Measuring Training Effectiveness”** studied that distinct numbers of education software programs, in the 1st levels coaches targets on result of trainees on training curriculum, throughout next levels they will targets on the data and abilities obtained by means of trainees via workout sessions with the aid of ranking credit cards. In this article creator also recognize the boundaries that assist throughout accomplishing efficiency regarding education. The results tend to be constructive because immediately after delivering education, trainee’s knowledge and abilities acquire increased, there may be have to be focused
around the fact that education as well as stimulate staff to operate tough concerning
gain desired knowledge and abilities. [9]

S.A. Mufeed and Rafai Syed Nasreen (2003) in his research paper “Training and
Development: An Instrument for Growth and better quality of work” discussed the
factors involved in the dissatisfaction among the managerial and non-managerial
employees at different levels about the functioning of T&D programme and to know
the preventive measures for the same in one of the leading public sector enterprises of
the state of J&K, J&K Tourism Development Corporation. He also find out the areas
which need overall updating with respect to job, effectiveness of T&D programme,
training need and training evaluation which has a direct impact on overall
performance of an individual as well as organization and its growth and better quality
of work. [10]

Stephanie M. Jameson, (2000) in his research paper "Recruitment and Training
in small firms", embarked the two most dynamic and fastest growing sectors in the
UK economy are Hospitality and Tourism industries. Effective management system
of Human Resources is the main issue towards their success as these industries are
highly labour intensive. In the small business firms the importance of training is low
and sometimes neglected in case of hospitality and tourism. This research paper
shows the gap between the knowledge of employees and recruitment and training of
small firms. Majorly this paper describes the recruitment sources as well as training
plans, budget, employee’s participation and training evaluation the small firms
possess. [11]
Philip Worsfold, (1999) in his research paper "HRM, performance, commitment and service quality in the hotel industry", concluded the HRM and its importance in the organizations in this research paper Hotels and catering sector is compared with the other sectors including small to medium size organization on the HRM perspective. The importance and relevance of service industry and the hotel industry is examined. As the main performance indicator is service quality so it is also addressed by the researcher. Some of the service quality determinants and HRM are also identified. [12]

<table>
<thead>
<tr>
<th>Research Papers/ Articles</th>
<th>Author</th>
<th>Year</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Skills, organizational performance and economic activity in the hospitality industry”</td>
<td>Nickson, D.P.</td>
<td>2012</td>
<td>This paper focuses on the marketing strategies of the company which influences the internal factors and external factors which affects the level of knowledge, organizations working patterns and management system of superiors. It focuses on best managerial training practices to carry forward the agenda of future research of Human Resource Management in the hotel industry. Results of the paper are based on the interview process of existing employees which address the HRM issues in Hospitality Industry.</td>
</tr>
<tr>
<td></td>
<td>Baum, T.G.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Losekoot, E.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Morrison, A.J.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frochot, I.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td>Author(s)</td>
<td>Year</td>
<td>Summary</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------------------------</td>
<td>------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>“Labour turnover: A major dilemma”</td>
<td>Ongori, H.</td>
<td>2011</td>
<td>This research paper analyses sources of employee turnover as well as various strategies which are used by the managers of the different organizations in order to increase the level of continuity or minimizes the employee turnover.</td>
</tr>
<tr>
<td>“Training Practices in Indian Organizations: An Overview”</td>
<td>Dr. Dwevidi and Ona Ladiwal</td>
<td>2011</td>
<td>This article explores the training practices used by the Indian organizations for effective utilization of its workplace. In today’s era for retaining best employees, organizations provide them proper training with the increase in training budget to get high quality output from them.</td>
</tr>
<tr>
<td>“Case in Competency: Training Need Assessment”</td>
<td>Anitha Thomas and Anirudha Paschal</td>
<td>2010</td>
<td>Competency assessment helps in assessing the gap which later can be bridged through training and development or through employees’ self-initiated efforts.</td>
</tr>
<tr>
<td>“Human resources, service quality and performance: a case study”</td>
<td>Peter. H, Glenda. F</td>
<td>2008</td>
<td>In this research paper, the plans and practices which are adopted by the Human Resource Management of the luxury hotels in formulating strategic decisions to enhance the efficiency of quality of work or the service quality is analyzed by the open ended interviews with the management and</td>
</tr>
</tbody>
</table>
by observing the managerial documents. The main focus of HRM plans and practices is on working patterns and the organizational structure. Models of HRM which has its impacts positively on the indicators of services used by the organization

| “HRM Training and Development in Marriott International” | Konakanchi Prashanth and Vivek Gupta | 2005 | This article reveals that the best practices employed by the company in the training and development of employee. The main aim of any organization is to retain best candidates and for this they provide the high value proposition, monetary compensation, better opportunities and friendly environment to the new recruits |

| “Measuring Training Effectiveness” | Mohamed E Ibrahim | 2004 | This article focused on the trainee’s reaction towards the training program and skills and knowledge gained from the program. Through training sessions the trainer motivated trainees to work hard to gain the desired skills and knowledge. |
| “Training and Development: An Instrument for Growth and better quality of work” | S.A. Mufeed and Rafai Syed Nasreen | 2003 | This article discussed the factors involved in the dissatisfaction among managerial and non-managerial employees at different levels. Training evaluation has a direct impact on the employee’s performance as well as growth and better quality of work. |
| "Recruitment and Training in small firms" | Stephanie M. Jameson, | 2000 | Majorly this paper describes the recruitment sources as well as training plans, budget, employee’s participation and training evaluation the small firms possess. |
| “HRM, performance, commitment and service quality in the hotel industry”, | Philip Worsfold | 1999 | This paper reveals the importance and relevance of service industry and the hotel industry is examined. As the main performance indicator is service quality so it is also addressed by the researcher. Some of the service quality determinants and HRM are also identified. |

### 3.3 Problem Identification and Relevance of Research

It is evident from the literature reviewed that training is gaining its importance which benefited both the employees as well as organization. Some of the research work has been done on Training and Development in Hotel Industry with Special reference to Luxury Hotels but not any of study is related to Luxury Hotels of Rajasthan so, therefore present study has been on this backdrop, “Training Effectiveness in Hotel
Industry with Special reference to Luxury Hotels in Rajasthan”. This research is immensely appropriate not only from the point of view of academic knowledge but also from the view of corporate implementation. Competence in people and the employees qualities through training will be analyzed which lead to the better performance. This research has been undertaken to measure the effectiveness of training in hotel industry. The present study aimed at examining the relationship between the Training and the resultant Performance of the Employees working in different departments at the different Luxury Hotels of Rajasthan.

3.4 Research Gap

The study of above literature indicates that the training is essential for every organisation to enhance the skills of the employees. The overall effective performance and productivity of the employees and managers are directly linked to the training session they attended. These studies focus on the proper training and development and its affect on quality, turnover, competency, recruitment of the employees in order to increase their level of potential to perform the task. Not much of research seemed to have been undertaken so far that laid the focus on training effectiveness in luxury hotels which impacts on certain parameters i.e. knowledge and skills, motivation, quality & quantity of work, labour turnover, absenteeism, accidents, pay and promotions, career opportunities. This research study is an effort to establish a relationship between the various parameters that directly influences employees’ performance. It has also attempted to measure managers’ and employees perception on training programmes they provided to their employees.
3.5 Scope of the Study

In Rajasthan only a few studies have been conducted on Training Effectiveness in Luxury Hotels. The study confined to selected Luxury Hotels of Rajasthan. Jaipur is hub of Luxury Hotels so Five Luxury Hotels has been taken from Jaipur and Two from Udaipur. This study is significant in terms of its scope that encompasses the training, its evaluation and impact on the performance on employees of Hotel Industry. It is an endeavour to make a deep study of Training Effectiveness in Luxury Hotels of Rajasthan, by applying statistical tools to standardize the impact of training on employees overall growth.

3.6 Objectives of Research

The objectives of research are illustrated below:

- To assess the training needed in the Hotel Industry.
- To understand the types of training provided in the Hotel Industry.
- To examine the training programmes that has been held in the light of viability and effectiveness.
- To study managers and employees perception and opinion on the training programme held on the effectiveness of training.
- To infer that training leads to better pay and promotions to the employees.
- To analyze the training effectiveness on employees overall performance and productivity in Hotel Industry of Rajasthan.

This study is about relationship between the employees training factors like, age, gender, experience overall scores achieved on these parameters, i.e.

1) Work Safety
2) Motivation
3) Better Career Opportunities
4) Building Healthy inter-personal relationships

5) Training Need assessment

6) Career Advancement

7) Organizational Performance and Productivity

3.7 Hypotheses

\( H_01: \) There is no significant difference between the perceptions of Hotel Managers regarding the impact of Effective Training on efficiency of Hotel Employees in the selected Luxury Hotels of Rajasthan.

\( H_a1: \) There is a significant difference between the perceptions of Hotel Managers regarding the impact of Effective Training on efficiency of Hotel Employees in the selected Luxury Hotels of Rajasthan.

\( H_02: \) There is no significant difference amongst the perception of Hotel Employees regarding Effectiveness of Training provided to them in respect to selected dependent variables in the selected Luxury Hotels of Rajasthan.

\( H_a2: \) There is a significant difference amongst the perception of Hotel Employees regarding Effectiveness of Training provided to them in respect to selected dependent variables in the selected Luxury Hotels of Rajasthan.

\( H_03: \) There is no significant difference amongst the opinion of Employees with different designations regarding Knowledge & Skills and Performance & Productivity.
**Hₐ3:** There is a significant difference amongst the opinion of Employees with different designations regarding Knowledge & Skills and Performance & Productivity.

### 3.8 Research Design

It is preparation of plan for doing research. This research study is both Exploratory and Descriptive in nature.

**Exploratory Research** – This research is very useful for the researcher as the researcher has very little knowledge about the topic on which the study is carried out. This research is primary data based work.

**Descriptive Research** – *Descriptive research* is used to describe characteristics of a population or phenomenon being studied. In this research is secondary data has been used.

**The analysis part of research study includes:**

- **Editing** – It mainly involved a vigilant analysis of the all filled questionnaires to give surety that data is correct, reliable with other fact gathered, uniformly entered, as completed as possible and have been well arranged to make easy coding and tabulation. Structured questionnaire helps in further processing as per designation wise for both management and employee for all the selected Hotels.
- **Coding** – Coding is the process of assigning numbers to answers so that responses can be put into categories or classes.

**Tabulation** – Tabulation is the process of summarizing raw data in framework for further analysis of data. Though the questionnaire consists of questions on five point Likert scale, the tabulation of data helps researcher to arrange the data in rows as well as in columns.

**Statistics in Research** – The function of statistics in research is to analyze its facts and illustrate conclusions there from. In the present research the data was collected by administering structured questionnaires to the selected respondents from the various departments of selected hotels for the study was edited, coded and tabulated for the further analysis and interpretation.

3.9 Sample Design

It is a precise plan for obtaining a sample from the sampling structure. It refers to the method which the researcher adopts in selecting a few sampling units from which inferences about the population is drawn, sampling design is determined before any data collected.

- **Respondents**: Respondents of this proposed research study are the existing Employees and Managers of the selected Luxury Hotels of Rajasthan.

- **Universe**: the universe of the study is the Hotel Industry of Rajasthan which consists of selected 7 Luxury Hotels of Rajasthan.
Hotels Covered in the study:

- The Lalit (Jaipur)
- Rambagh Palace (Jaipur)
- Marriott (Jaipur)
- Le- meridian (Jaipur)
- The ITC Rajputana (Jaipur)
- The Trident(Udaipur)
- Oberoi Udaivilas (Udaipur)

Sampling Plan

- Sample size: It refers to the number of items which are selected from the universe to constitute a sample.

Employees: 300

Managers: 40

- Method of sampling: The Stratified Random Sampling technique is used in selecting the items for the sample.
3.10 Methods of Data Collection

**Secondary data:** Secondary data means the data that is already available i.e., they refer to the data which have already been collected and analyzed by someone else.

The data for this research part of thesis has been collected using a secondary source which includes: internet, hotel magazines and journals, past research studies, reports and publications.
**Primary data:** Primary data is collected during the course of doing research.

This research part of thesis is mainly supported by primary data source i.e. questionnaire, which has been used to collect data from existing employees and managers of selected **Seven Luxury Hotels** of Rajasthan. It includes 300 Employees of different department of Hotels and 40 Managers includes: HR Managers, General Managers and Assistant Managers.

### 3.11 Parameters

- Knowledge and Skills
- Safety of Employees
- Quality of Work
- Motivation
- Performance
- Supervision
- Better Career Opportunities
- Building Healthy inter-personal relationship
- Training Need Assessment
- Job Satisfaction
- Career Advancement
- Pay and Promotion
- Organizational Productivity
3.12 Survey Instruments

- **Questionnaire**

Questionnaire designed to gather information from Managers and Employees of selected Luxury Hotels. A pilot study was done to check the validity and reliability of the questionnaires and then the questionnaire was administered to selected respondents from the various departments of selected Hotels for the study. The sample questionnaires are given in the appendices. The questionnaires are self-explanatory.

3.13 Tools for Hypotheses Testing

In statistics, Hypothesis testing is used to find out the possibility that a given hypothesis is true or not. The procedure of hypothesis testing involves these steps:

1. Plan the null hypothesis $H_0$ (i.e. the observations are the outcome of pure chance)

2. To evaluate the truth of the null hypothesis it is necessary to identify the statistical test.

With regard to theory screening the next statistical tactics tend to be also been utilized on the actual tabulated data. The data collected from the questionnaire has been used to check the hypothesis. For hypothesis testing the following statistical techniques are been used on the tabulated data.

a) **Reliability test:**

Reliability test is a technical method used to verify the consistency of the data.
b) Normality test:

Normality test is used to verify the set of data. It is used to compute whether the data is normally distributed or not.

c) Chi-Square test (A Goodness of Fit)

Theory tests may be performed on possibility tables with a specific end goal to choose whether or not impacts are available. Impacts in a possibility table are characterized as relationships between the line and segment variables; that is, are the levels of the co-variable differentially dispersed over levels of the section variables. Centrality in this theory test implies that understandings of the unit frequencies are justified. Non-criticalness implies that any contrasts in cell frequencies could be clarified by possibility. (Garg. N.L; Sharma. S.G; Jain; R.K & Pareek.G; 2007)\(^8\)

Theory tests on possibility tables are dependent upon a fact called Chi-square. The testing dispersion of the Chi-squared fact has been exhibited, gone before by a discourse of the theory test.

The chi-square test of noteworthiness is suitable as a device to figure out whether it is worth the specialist's exertion to translate a possibility table. A huge consequence of this test implies that the units of a possibility table ought to be translated. A non-huge test implies that no impacts were uncovered and chance could demonstrate the watched contrasts in the units. Thus, an elucidation of the unit frequencies is not functional. (Kothari C.R.; 2004)\(^8\)

d) Chi-Square test for Independence

Testing of Chi-square for independence verify whether two or more than two observations across two populations are dependent on one- another.
3.14 Pilot Study

The pilot study can be defined as a small trial out study of research instruments before conducting the real study to check whether the instruments would work properly. The pilot study is a very important phase of doing research. Piloting gives the researcher preliminary picture about administrating instruments. It is concerned with:

- Administer the procedures of the data collection instruments.
- Check the reliability and validity of items of the instruments.

In the case of this study, the pilot study was conducted in the period from 16/11/2012 to 9/12/2012. The pilot study was conducted on 5 employees of all four departments. The selection of these twenty employees was based on the relevance of the sample size.

Guidelines were incorporated to improve the content before conducting pilot study. The questions were rephrased in a more specific way, set of 15 questions were sent to the HR Managers, General Managers and Assistant Managers and set of 18 questions were administered to the Employees working in Front Office Department, Food and Beverages Department, Housekeeping Department and Sales and Marketing Department of the selected Seven Luxury Hotels of Rajasthan to test the Reliability with the help of Cronbach’s Alpha test.

Managers:

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.781</td>
<td>13</td>
</tr>
</tbody>
</table>
3.15 Limitations of Research

The findings of present research study must be considered in the light of its limitations:

Firstly, Sectorial limitation; the area of research is confined to only Luxury segment of Hotel Industry.

Secondly, Lack of Authenticity; Primary data is collected with the help of questionnaire and where questionnaire are not filled by the respondent, the technique of interviewer was utilized. So, the respondent might not give an authentic response and therefore response cannot be trusted fully.

Thirdly, Geographical limitation; the research is only conducted in Rajasthan; the cultural factor has impact to the findings. The cultural factor also affects the attitude of the Managers, Trainers and the Trainees towards training.

Fourthly, Inability to answer the questions; employees who are working in the Housekeeping Department found difficult to understand the questions.
References


2. Retrieved on June, 2011 from

shodhganga.inflibnet.ac.in/bitstream/10603/2495/.../09_chapter%202.pdf.


