

# Importance of Training and Skills for the Hospitality of Hotel Employees: A study on Gulmarg Hotels in UT of J&K

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**Abstract-** Gulmarg is one of the beautiful place that can be visited in Kashmir valley. Gulmarg literally means the meadow of flowers. Originally, Gulmarg was called Gaurimag, named after Shiva's coasts. Gulmarg, the hill resort is located only 52 km. to the south west of Srinagar in the Baramulla district of Jammu and Kashmir. To motivate employees to be more engaged in work, there is a need to examine the work variables that enable such. Training also becomes more specialized while development looks more at long-term professional goals. The instructor will teach the trainee specific skills and knowledge to achieve specific goals for their current position. During the development process, employees will meet with their supervisor and or manager to discuss their strengths and weaknesses, and how to improve work performance to help expand and broaden their current career path. The hotel and hospitality business is made up of skilled workers responsible for the provision of food, accommodation and other services. Standards for service delivery must be kept high at all times to ensure customer satisfaction. One of the key challenges for human resource management in the hospitality sector is how to align staffing needs with the strategic goals of the institute and compete with the environment of increasing competition and increasing demands in the hospitality sector. This would represent the importance of training for hotel staff which aids in the development of the hotel. It will also focus on the ignorance of the importance of training for hotel staff which may prevent monetary expansion of the hotel. The training program allows all employees to strengthen the work space skills that each employee needs to improve. A development program brings all employees to a higher level so that they have the same skills and knowledge.

**Index terms-** Variables, Need, Hotel, Work, Employee

## I.INTRODUCTION

Gulmarg is a town, a hill station, a popular skiing destination and a notified area committee in the Baramulla district of the Indian union territory of Jammu and Kashmir.[1][2] The town is situated in the Pir Panjal Range in the western Himalayas. Highlighting the importance of skill development in the hospitality sector, Tourism and Culture Minister said that the government has focused on promoting the tourism sector in the state. Culture Minister was addressing at a function organized by the Food Craft Institute Jammu after giving certificates among the pass out batches. The minister said that the government is focusing on providing training to the local youth in the hospitality sector which on one hand will give them employment and on the other hand will provide good services to the tourists. The minister said that the main objective of imparting skill development training in the hospitality sector is to capitalize on the huge tourism potential in the state. He called upon the youth to take advantage of this facility and opt for vocational courses with employment potential in tourism sector. The minister said that Srinagar has a full-fledged Hotel Management Institute (IHM), while the FCI campus in Leh costs Rs. 5 crore will be completed this year. The Kashmir Valley received 11,71,130 tourists in 2018, down from 13,08,765 in 2019 and down from 1,314,432 in 2011. As demand for budget hotels increases, as well as housing shortages, many potential tourists travel to alternative destinations. The total room list in the organized sector in the Kashmir Valley is 7,500 and the total number of

houseboats is around 1,200. Hoteliers are also considering investing in resort tourism. The Grand Mumtaz Group of Hotels is setting up a resort on a 30-acre plot in Tangmarg near Gulmarg. Group Chairman Mushtaq Chaya expects to add 300 rooms after the completion of three proposed projects in Sonamarg, Gulmarg and Srinagar which are under various stages of execution.

## II. GULMARG TOURISM

Gulmarg has around 40 hotels ranging from extremely budget accommodation in private huts to hotels that are of a similar standard to a western Bed & Breakfast. When hotels say 5 star expect similar standards to the aforementioned bed and breakfast or motel.

According to CNN, Gulmarg is the "heartland of winter sports in India" and was rated as Asia's seventh best ski destination.[12][13] The town is accessible from Srinagar by road via Tangmarg.



An abandoned GOI hotel structure in Gulmarg  
The road climbs uphill in the last 12 kilometres to Gulmarg passing through forests of pine and fir.[6][3][5] Winter sports like skiing, tobogganing, snowboarding and heli-skiing take place on the slopes of Mount Apharwat reachable by a Gondola lift.[8] Gulmarg is a small town with a large meadow in the centre, and hotels, government residences, gondola, shops at the periphery of the meadow. Most of the tourist spots like Rani's temple, St. Mary's Church, Golf course, Children's park, etc. are located in the meadow. A road around 5 km long goes around the meadow and from within the meadow. The Gondola is located at one corner of the meadow. The market with lot of eating places, hotels are close by.

Number of Hotels in Gulmarg

Sr. No.	Class	No. of Hotels	Rooms	Beds Capacity
1	A	11	316	632
2	B	17	236	472
3	C&D	4	24	48
4	Total	32	576	1152

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## III. IMPORTANCE OF TRAINING AND SKILLS FOR THE HOSPITALITY OF HOTEL EMPLOYEES

The Training and Skills for the Hospitality of Hotel uses a diverse workforce, including a wide variety of positions that may or may not have a strong educational component. A valet, cleaning personnel and restaurant servers have different requirements than check-in clerks, concierge providers, and managers. Nevertheless, the entire workforce is a reflection of the hotel's hospitality culture, which is why everyone needs to be trained from top to bottom on some specific values and standards.

### Training and Skills for the Hospitality of Hotel culture

Every Training and Skills for the Hospitality of Hotel has its own special way of working. You may remember a typical hotel because a submissive maid intentionally leaves it on your pillow because of chocolate. A cruise line can always make towel monkeys that sit on the bed to greet you. A tropical hotel can greet the moment of your arrival.

These are all components of corporate culture designed to enhance the experience of guests. Training at each location helps ensure that everyone will have a consistent experience.

Training is also important to maintain consistency among employees in large chains. The way the pillows are inflated, how the lobby is designed for convenience or relaxation, requires the chain to reflect the same culture, albeit with some customization. Therefore, if someone is living in a Hilton in Honolulu, San Francisco, Seattle, Juno, New York, Atlanta, Washington, D.C., Denver, or Dallas, there should be consistency in how hospitality employees work And how things do.

### Development and training talent

Many hospitality workers start in entry-level positions and work in high-level jobs. When a company takes the time to train people, it is easy to

recognize the talent being developed for higher management positions.

Training for the hospitality industry is diverse. Basic skills include communication and how to interact with hotel guests. It also includes teamwork training and diversity training, as employees are considered a unit by guests. It is necessary to learn to work together with people from different backgrounds because employees never know what the background of a specific guest will be. Nevertheless the guest experience should be the same for everyone.

**Problem solving and service**

Great service leading to amazing experiences is the goal of the hospitality industry. This is something hospitality leaders need to develop into employees. things go wrong; It is a part of life. For example, if a guest is given an incorrect reservation and the problem is not resolved in a friendly and positive manner, the guest will not have a pleasant experience. The goal is to solve the problems so that the guest feels satisfied about the solution and she wants it to continue so that, ideally, she would like to return.

**Safety and security**

If a threat presents itself to the hotel, guests look to the staff to direct them. Eventually, employees know to keep the land while the guests are in unfamiliar territory. Employees with the ability to perform first aid and CPR should be trained as the core of safety if necessary. The hospitality industry should also prepare staff, and develop plans in the event of natural disasters and potential terrorist activity. This is so important, because if employees do not know what to do, chaos will ensue, as people are trying to determine the best course of action.

**The Training Process**

1. Assessing the training needs
2. Planning the training
3. Carrying out the training
4. Evaluating the training

Assistant Director Tourism Gulmarg said “Gulmarg was fully packed. The occupancy in hotels was about 98% as all the rooms were occupied. We had some people, who spend the night in open because all hotels were booked,” he said. According to officials, of the 100% occupancy, 60% were locals, 30% domestic tourists and 10% foreigners.

**Six Types of Training and Development Techniques**

1. On-the-job Training and Lectures
2. Programmed Instruction (PI)
3. Computer-Assisted Instruction (CAI)
4. Audiovisual Techniques
5. Simulations
6. Business games

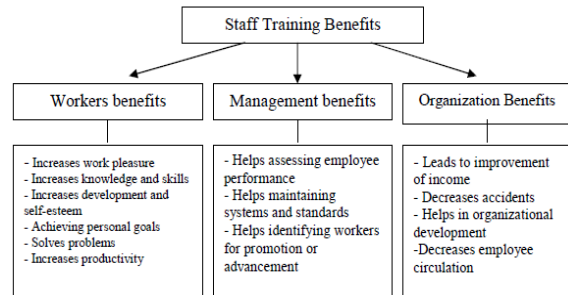


Fig.1.1: Benefits from staff training

**IV. PERSONAL TRAINING**

Now days, in every hospitality business, it is about the skills of the employee and especially the qualities of the employee. The quality of service depends on the qualities of the employees and their skills. Properties are about knowledge, ideas and interest that promote the survival and development of a hotel. Staff training is therefore necessary in many ways which increases productivity while employees are equipped with professional knowledge, experienced skills and positive thoughts; Employee training provides employees with all the necessary information in the work, as well as motivates and motivates workers to identify how important they are to their job. Training and development can be seen as an important tool in the implementation of HRM practices and policies. (Nickson, 2007) "Successful hotels always include employee training as their key development strategy". Now days, it is seen that smaller hotels are less interested in imparting training to their employees as the result is comparatively less successful as a brand and larger hotels.

Training is a part of human resource development, as well as other human resource activities such as recruitment, selection and staff development. The role of the human resources department is to improve the efficiency of the organization by providing employees with knowledge, skills and attitudes that will improve their current or higher job performance.

To implement the right training methods, the training expert must be eager to impart skills and be passionate about their job and be aware of the pros and cons and effectiveness of each training method. In addition, to evaluate the effectiveness of training, self-analysis must be done according to the model. "Training" refers to a systematic approach to learning and development to improve individual and team, and organizational effectiveness (Goldstein & Ford, 2002).

V. TRAINING SYSTEM IN HOTEL

All trainings conducted are considered important because they had the same objective, to improve employee performance and to ensure that customers get the best services from the hotel. Some of the benefits of the training system include the development of communication, knowledge and Development of skills is included. Employee scope for hotel success, growth in performance, growth of motivation and employee skills area, performance enhancement, motivation growth and above all. Generally, deficiencies are considered employees who do not consider them Training as important. Sometimes employee posts are not as serious in training as expected Affects training outcomes, their improvement and development. This is how the hotel management plan More satisfying and interesting training by adding more Diversity to achieve collaboration with employees. Also about 60% of the employees do not have English Language skills, especially when they do not speak, write or do Read this, a language that is considered international Language is more important for tourist communication. Knowledge of English language is important and future training

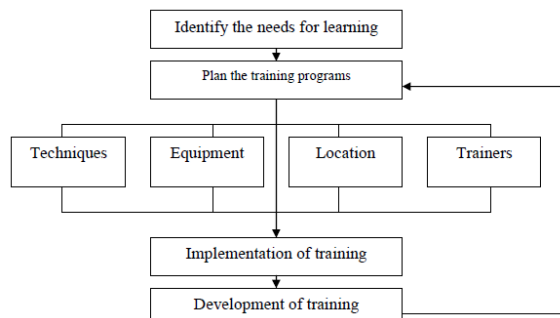


Fig. 1.2: Systematic model of training

This aspect should be intensive. Hotel training involves more application with new employees who

have just been hired, to give them general information about the hotel, customer services, duties and responsibilities, etc., to orient them in the work, apart from all these, Training for other employees is conducted. And those who work part-time or seasonal employees. Hotel management believes that if personnel have a low level of education and have no experience of hotel services, they are required to be trained. The staff at the hotel is mainly graduates, but there are also some who have just completed high school.

VI. TRAINING AND DEVELOPMENT

Rothwell & Sredl (1992) defined employee training as voluntary, a short-term learning intervention to create or enhance a match between current training needs and single individual knowledge, skills, and attitudes. Furthermore, he further stated that training helps people to meet the minimum acceptable job requirements or improve, upgrade and improve what they do. Chen (1995) defined employee training as a method for transferring skills, knowledge, and work attitude from an experienced artisan. Nadler and Nadler (1989) defined staff training as provided by employers to employees who are related to their current jobs. Training is primarily a core competence that allows single individuals to perform their current work role, through planned learning, helping to evaluate, assure, and develop.

Truelove (1992) defines further development as a path from which a person learns from the event will be more valuable. The objective is to lend a hand to the public to use the skills and knowledge that it provides not only for their current career or job as well as future careers. Evolution also reflects some concepts e.g. More maturity, development of emotion and increased self-assurance.

Co-work support

Iverson (1999) defined co-worker support as "the degree of consideration individuals receive from members of their social networks" (P-402). In addition, co-workers can be portrayed as sharing knowledge between each other as well as providing encouragement and support (Zhou and George, 2011). In addition, peer support can be further expanded as social support given by peer to subordinates in the work area (Wright, 2009). The study by Poon (2011) states that peers provide trust

towards social support. Social support is an important development tool to increase appropriate employee engagement in social organizations (Ng & Sorensen, 2008). As social support can be classified into four components, such as instrumental support (such as other help with job work), emotional support (such as providing help), informational support, and assessment support (Langford et al., 1997).

Maslak et al. (2001) and Sachs (2006) have confirmed that perceived organizational support and justice are important in employee engagement. In addition, Arora and Kamlanbhan (2010) stated that employees who receive full support from an employer or co-worker are likely to experience more psychological support in their work environment.

### VII. RESEARCH METHODOLOGY

This research will use primary data through survey questionnaires. According to Kothari (2014), primary data collection is easy and convenient. In addition, survey questionnaires save time and lower costs than interviews or observations (Tehrani et al, 2015). In this research, survey questionnaires will be deployed to collect data. Survey questionnaires are a method of collecting data directly and easily accessible specifically designed to allow participants to answer research questions (Sedgwick, 2014). A Likert scale of 1–5 will be applied, which will allow participants to rate each question (Lissert, 1932)

The collected data were used to calculate the distribution of averages, percentages and frequency. Percentages of tables and graphs are used to describe the analysis. Age, gender, education level etc. were also tested in this research study.

Reliability testing was also conducted, in which a coefficient known as Cronbach's alpha indicated how excellently or negatively the independent variables and the dependent variables are related to each other. Cronbach's alpha has a score of 1, elevating reliability between independent and dependent variables. The strength of the linear relationship between the independent and dependent variables is measured using Pearson's technique of correlation. The numbers included in Pearson's correlation range from -1.1 to +1.00, representing the relationship between the variables.

Positivism, interpretivism and phenomenology are some of the major research philosophies largely

adopted by fellow researchers (Mack, 2010; Kim, 2003; Healy and Perry, 2000). For the positivism paradigm, it is also known as the scientific paradigm. Positivism is best suited to either agree or disagree with the hypothesis (Mack, 2010). For this study, positivism research philosophy is adopted. The collection of quantitative data will be done through survey questionnaires and the data collected will then be tested against the hypothesis (Guba & Lincoln, 1994). Furthermore, according to Levine (1987), the results of this research are observational and quantitative with no further examination required. Therefore, explains why positivity fits into this research.

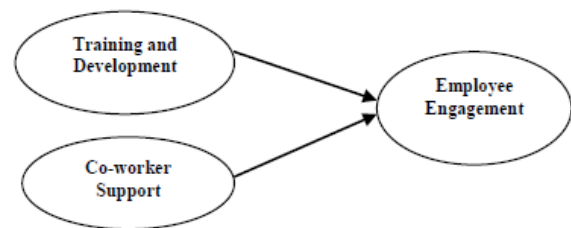


Figure 1.1: The proposed Conceptual Framework for the Study

For gender, 48.5 percent is male respondent and 55.5 percent is female responder. Majority of the respondents are between 18 and 30 years of age, which is 60.25 percent. The second largest percentage is for the age group of 31 to 40, which is 26.25 percent. The largest respondents are minorities who participate in research who are 41 to 50 years old and 50 or older. The percentage is 10.50 percent and 5.00 percent respectively.

For education level, most of the respondents are high school graduates, which is 37.00 percent. The second rank is of college graduate respondents with 32.25 percent. Followed undergraduates are 27.50 percent. Master's degree and other education levels are occupied by the minority, which is 4.00 percent and 3.75 percent.

For the hotel star rating, the majority of respondents are working in a five-star hotel, which is 64.50 percent. 34.50 percent and five percent are operating in four-star and three-star hotels respectively.

For demographic information of work experience, most respondents are working less than one year, which is 38.25 percent. 34.00 percent respondents are working for more than one year but less than two years. 26 percent have been working for 3 years but

less than three years and 12 percent of the respondents are working more than four years.

For eventual employment status, the majority of respondents are full-time employees. 90.25 percent for full-time and 12.75 percent for part-time employees.

VIII. RESULTS AND ANALYSIS

Training is the most important activity in an organization due to its ability to enhance personal strength and performance that may ultimately lead to achieving organizational goals (Abudi, 2008). This research work is carried out to investigate the impact of training methods on employee performance. The variables adopted in this research are on training and on-the-job training. This study comes with two objectives which is to investigate the effect of on-the-job training and on-the-job training on employee performance. A summary of the findings is discussed below, supported by various empirical studies with references to relevant models and theories.

Table 1.1: Reliability Test Value for Independent and Dependent Variables

Dimension	No of Items	Cronbach's Alpha
Training and Development	15	0.943
Co-worker Support	15	10.011
Employee Engagement	15	0.967

Table 1.2: Correlation between Independent and Dependent Variables

Employee Engagement		Training and Development	Co-worker Support
	Pearson Correlation	1.68748	1.825104
	Sig. (2 tailed)	0.002	0.002
	N	800	800

Table 1.3: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	85.7	42.84	306.56	<.0001
Error	794	110.58	.278		
Corrected Total	798	196.28			

Table 1.4: Model of Summary of R Square

Root MSE	0.65320	R-Square	0.8666
Dependent Mean	6.88600	Adjusted R-Square	0.8638
Coefficient Variable	18.85743		

In addition, Cronbach's second of alpha shows that employee engagement was 0.967, also serving as a good reliability test. Finally, the training and development data shows that we managed to reach 0.943. Consequently, the variable also points to a good reliable test. All the independent and dependent variables managed to get the result that 0.9. Table 1.1 summarizes the result more than 2. Table 1.2 below shows the correlation coefficient between training and development and employee engagement is less than 1.68748 to 0.001 (<0.001). Training and development (<0.001) and peer support (<0.001) are all significantly affecting employee engagement. The reason for this is that all p-values are less than 0.001 (<0.001) which are too low to be determined. Can be done. The hypothesis of this research study is based on the result given above. Based on Table 1.4, R Square shows the percentage of independent variables to illuminate the variability of the dependent variable. The independent variables (training and development and co-worker support) can explain 86.66% of the variations in the dependent variable (employee engagement) in this study. This research suggested that on-the-job training has a positive effect on employee performance. This finding is similar to Shafini et al (2016), Kum et al (2014), Falola et al (2014), Khan et al (2011) and Awang et al (2010). Those researches agreed that on-the-job training is capable of training in an effective way that allows the employee to practice immediately while learning. Similarly, off-the-job training also shows a positive significant effect on employee performance. This finding is also supported by Maina & Waitthaka (2017), Shafini et al (2016), Haslinda (2016), Falola et al (2014) and Mtulo (2014). Most researchers agreed that off-the-job training provides the employee with a more conducive environment for better learning and concentration.

IX. CONCLUSION

Today training and development in Tourism or Hotel business has become an integral part of skill development and it has come to be seen as a normal cost of doing hotel business. To provide good tourist facilities or services, all the good hotels arrange training programmes for their employees time to time to provide a satisfactory service to their guests by well training staff or personnel. Lastly, to ensure the

success of training programs in the hotel industry, programs should be evaluated regularly to monitor the Success of the programs. Human Resources Departments should emphasize the importance of training programs to its hotel success. It has also been suggested that future research may consider analyzing the relationship and impact between training requirements and training methods that would enable an in-depth understanding of the topic.

The renovation of the hotel has really added to the beauty of the hotel. Training benefits include increasing work efficiency, helping employees broaden their knowledge and improve their skills, motivate and prepare employees for self-development, reduce employee circulation for another job search , Helps employees and hotels compete in a rapidly changing environment that improves customer satisfaction Market increases the value between Rtiyogion. For training and development, it is therefore sufficient to mention that employees need more training and development to strengthen and promote engagement among employees. -Managers and HR practitioners need to create a good training and development system for their employee. The reason for this is that in the study, a significant number of respondents gave a high vote for training and development of their organizations. This already proves the importance of training and development to the employee within the organization. Therefore, managers or employers need to consider more effective training and development programs for employees. Sometimes studies also support the notion that it is necessary to provide training and development to subordinates. This will bring benefits for their organization. Training and development is one of the effectiveness of HR policies in any organization. As is known, human resource (workforce) forms an important asset for an organization and when treated well as a treasure, it forms the most important competitive advantage for any firm.

The second variable is the co-worker relationship. With a good co-worker relationship it can help develop both the individual and the organization. Therefore, it is worth recommending managers and employees to pay more attention to team and co-worker relationships. Several studies also support the notion that good co-worker relationships will lead the organization to a better level. As we know, there is

not a single training method that suits everyone. Therefore, the human resource department, especially the training and development practitioner, should periodically evaluate the best approach to training. Also, it is important for the organization to use post-training assessment because it is also important in helping to identify the effectiveness of the overall program and is not only limited to the training method. Future studies may also include more variables or mediating factors to achieve a more comprehensive view of the study on the effects of training methods. It has also been suggested that future research may consider analyzing the relationship and impact between training requirements and training methods that would enable an in-depth understanding of the topic.

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