

Importance of Training and Development in Tourism Industry

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Abstract

The fact is that training is a part and parcel of Human Resources Development Program in any industry or sector. Likewise we can not underestimate its growing importance in tourism sector day by day. Most of the studies have given a detailed insight on effectiveness of training and development in hotel business or tourism industry. Actually training is a activity that is designed to provide learners with the knowledge and skill development which is needed for the job whereas development is the learning that goes beyond today's job and it has a more long term focus in the perspective of job orientation in hospitality sector. Moreover, development process is usually undertaken by the job managers or supervisors employed for this specific purpose in tourism business. Comparatively, development is a long term professional goal than training. The present research paper highlights the importance of

training and development in tourism sector. The nature of the study is exploratory in nature and the researcher has also used some observational facts to pace the study.

Keywords: *Training Development, Skills, Tourism Sector, Long-Term Process, Goals, Learners, Managers*

Introduction

Actually training tends to be more specific goal whereas development is usually undertaken by trainee's trainers in any profession. That is why; most of the tourist activities are performed in a well-planned manner by well-trained staff or personnel in any business. The trainer teaches specific skill to the hotel staff in order to obtain some specific goals for the present job or profession. But in the development process, staffs have to meet their supervisor to discuss their problems and this process makes improvement in their work performance and also helps their skill development. Thus, training and development are integral part of the growth and success of the tourism sector. If an untrained employee is given any job to attend customers, he will surely create problems in the smooth running of the hotel business. Here Ryan states that such employee will not be able to help the customer and the customer will be left out unsatisfied by the service of the hotel staff. Therefore, it is urgently required that training programmers should be preferred by all hotels or restaurants to render satisfactory service to the customers by the trained staff.

A Review of Literature

There is a plethora of literature on the issue of training and development in tourism sector. Moreover, over the past few decades, tourism industry has shifted to service-oriented trends and it has become a hub of employment service in many countries. Keeping the fact in views we have reviewed a few of research observations about the need of training and development in tourism industry.

Tharenou and Others (2007) in their study of Canada tourism have explored and used quantitative data from Statistic Department and Workplace and Employee Survey of fourteen industries over the seven years from 1999-2005. The findings of their study pointed out that twelve of the fourteen industries indicated a positive correlation between training expenditure and productivity in the study area. Nevertheless, the finding emphasized the need of maintaining training efforts to get the best results in future. Moreover, the study suggested that the training should be considered as a normal cost occurrence for good turnover in any business whether it may be tourism industry.

Stergio and others (2008) in their study have stated that tourism training can be evaluated by getting some useful data from tourism students. Moreover, for the best results, all the tourism teachers must have both knowledge and ability of the tourism field activities so that they could enhance theoretical as well as practical knowledge of tourism education among the students. That is why; some of the scholars suggest that teachers should stay up to date with tourism industry trends. Thus, tourism education cannot only be advanced but also can attain higher standards. Therefore, due to growing importance of tourism education, most of the tourism training institutes have recognized the benefits of working strategically with universities and urged the tourism sector to do the same.

V. Amoah and T. Baum (2009) in their study have stated that the tourism industry in Canada has become the single largest employer which has provided new opportunities and new jobs. However, their sector includes various types of business activities such as tour operating service, food service, transportation and accommodation service to the tourists, therefore, as an important industry, the tourism sector highly depends on the availability of quality staff to deliver, operate and manage the tourism activities in the age of competitiveness.

E. Salas and Others (2012) in their study have pointed out that training and development activities in any organization are essential to adopt, compete, innovate, produce, and improve service and to achieve the goals in the age of competitiveness. Moreover, training for staff is used to reduce errors such as emergency rooms booking in a hotel. Likewise, training helps tourism sector to remain competitiveness like others organizations. That is why; billions of dollars are invested in training activity each year and about 135 billion dollars are spent in the US alone every year for training to the personnel engaged in tourism sector. In Canada, the training expense is valued at dollar 746 per employee whereas in the UK the total training expenditure is estimated US \$2728 per employee. To conclude, the well planned training work can be very useful to maintain competitiveness advantage.

Cristina Boada and Others (2012) in their study have pointed out that with a strong and long history as a tourism destination in recent years; Catalonia has become a first choice of international tourists. At the same time it is a key driver of Catalen economy with more than 11.1 percent of total GDP of the country in 2011. The current scenario of tourism industry in the country is passing through the flexible breaking conditions such as working hours, working time, seasonability etc. Therefore, it is suggested that tourism sector should be more innovative, flexible and practical. It is only possible by improving training skills in the Industry. Finally, the study has identified three occupations difficult to cover: Chefs and Cooks, Tourist Guides and Tourist Agents.

J.C. Percival and Others (2013) in their study have conducted that all the business organizations should ensure that their staff is capable of providing good quality service to the customers in the era of globalization. Likewise, in a tourism market, the most important aspect of Human Resource Development is to have the right knowledge, skills and ability to provide top service by providing the employees or personnel an effective training of the related work or job he is engaged. That is why, in the current scenario of tourism industry,

training and development has become an integral part of all business activities to maintain business productivity.

P. Nischithae and A.L. Narasimha Rao (2014) in their study have highlighted the techniques that the tourism industry could use to maintain training and development of their employees. The study pointed out that through training employees of tourism industry could be improved on quality level services rendered by them. However some companies avoid training expenditure, but they do not know that training programs can become newer innovative in the time of economic instability. Therefore, all the hotels should develop training program with its business objective and strategic goals. Human Resources Departments should emphasize on the growing importance of training programs to avoid future problems in any business activity.

The Concept of Training and Development: Training is a specific skill which is used to provide training to untrained staff of any business. It is an act of increasing the skills of an employee for doing a particular job. According to Sommer Ville, “Training is the process that provides employees with the knowledge and skills required to operate within the system and standards set by management”, Likewise, development process is a combination of various training programmers and it is the overall development of the competency of managerial personnel in the light of the present requirement as well as the future requirement for any job. Moreover, it is an activity which is designed and planned to improve the performance of the existing managers and to provide for a planned growth of managers to meet future organizational requirements.

Importance of Training and Development: It is an era of globalization. Therefore, its impact can be seen in every sector of the economy. On the contrary tourism sector is facing many problems these days throughout the world and it is an urgent need to facilitate and encourage the whole personnel employed in hospitality sector beyond any conventional

training. Most of the scholars have suggested that there are some urgent requirements for training and development of the hotel staff. Some of them are as under:

- Impact of globalization and tourism industry.
- Need of quality leadership.
- Strategic importance of the training and development.
- Innovative and more skilled techniques requirements in hospitality sector.
- Need of quality service in hospitality sector.
- Economic requirements of tourism sector.
- Focus on skill development of the staff engaged in tourism business.
- Need of human Resource Development programs.

Training Needs Analysis (TNA): TNA is a key driver of development programs in any business. Being the major component of the training program, it is a must requirement for both trainers as well as for the institutions as it provides a fundamental like with relevant learning and teaching process in any institutions. It also determines and identifies the existing gap between the requirement of learning and corrective measures to make any employee very competent to the job. Moreover, it works as a bridge gap between the required performance and the actual performance. It emphasizes to look into the needs of the organization, job performance and the staff of any institution or business centre. Therefore, any training programme should be carefully planned and designed on the basis of TNA.

The Training Process in Tourism Sector: The process of training in tourism sector being with the needs assessment which results from the difference between an ideal expect for employee's performance and the actual performance. It also helps employees to get familiar with the job environment. Human Resource Development is made possible by the training programmers organized by various training institutions time to time and according to the changing needs of job performance in any sector. Planning is the second step of training which is highly attributed to goals, methods, duration, structure, selection procedure, in any

institution. Next to it, a well prepared and skilful training programmes is organized by the training person hired or engaged for this specific purpose. In the end, evaluation of the training program is performed.

Moreover, all tourism activities require an ongoing profession education for their employees. That is why; they prefer in house training programme. This is done with the amalgamation of external training as well as internal training programmes. The main purpose of the training and development programmes is to develop a learning organization and to ensure quantifiable returns on the investment being done through these activities. Now it is the duty of Human Resource Executive (HRE) to ensure a smooth implementation of any training and development programme planned and designed for the institution or organization for a specific purpose. Most of the scholars argue that the procedure of the training and development should be as under:

- It should be linked with the programme year.
- All the training programmes should be classified in different categories.
- The training need identification should be done at the end of the performance year.
- The training needs should be identified through the business performance, fundamental performance and individual performance.
- Individual training needs should be identified through succession planning on the target base.
- Human Resource Executive should get the approval from the heads of the organization for the training year according to the training budget.

To conclude the training process may be classified as under into four steps:

- Accessing the training needs of any organization.
- Planning of the training programme.
- Implementation of the training programme.
- To evaluate the training programme.

Conclusion

Today training and development in any organization or 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 customers by well training staff or personnel. For this purpose, they have to identify some basic needs and requirement for their profession. Moreover, Human Resource Department emphasizes on training programme to be well planned and organized for all professional activities. Therefore, Tourism Industry should develop training programmes with its business objectives or goals. They should keep in mind that it is the era of globalization where competitiveness is urgently required and it is very essential for the success of tourism business.

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