

# A proportional scrutiny on various training needs analysis methodology; a pragmatic study among five star hotels of kerala

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**ABSTRACT:** This paper investigates various training needs analysis methodology followed by 5-Star hotels of Kerala and also this empirical analysis conducted in various five 5-star hotels of Kerala with the sample of 70 and it clearly indicates the training needs analysis methodology that has to be adopted by every organization includes how the organization has to understand the current situation, how to determine the outcome and how to analyze the gap in employees performance.

Keywords: Training; Training Need Analysis; 5-Star Hotels; Performance

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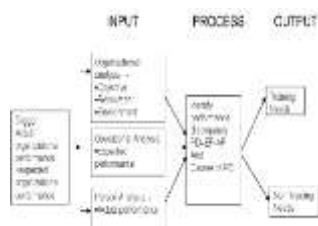
## 1. INTRODUCTION

Training can be defined as –the employees with knowledge and skill to perform more effectively, preparing them to meet the inevitable changes that occur in their jobl **P.Nick., & James, (2004) 2<sup>nd</sup> edition, Effective Training, Eastern Economy Edition.** Knowledge means the information which is needed to carry out the work. There are three type of knowledge that are; Declarative knowledge means that the information which we occur and is placed in our memory. Procedural means that the information is organized for use in to what we already know and the last one is Strategic it means how, when and why the information can be useful Skill means that the capabilities which needed to perform the given task. The given definition mentions that training which is used to enhance the knowledge and skill of the employees. –Training is the use of systematic and planned instruction and development activity to promote the learningl **Michal, (2004)9<sup>th</sup> edition, HR practice, British library cataloguing publication.**

## 2. TRAINING NEED ANALYSIS

Training Needs Analysis (TNA) is the systematic way to identify the training needs of the employees. Training Need Analysis is the process by which training and development needs of an employee are identified. The purpose of a TNA is to outline at the start of a project how the organizational objectives will be realized through the delivery of a staff training program that will focus on improved or changed skills, knowledge and attitude of those directly involved or affected by the change. Training needs analysis is used in determining what caused performance to be less than expected. Some case Training needs analysis determines that employees lack necessary KSA to do the job and training required. The training needs analysis will be helpful for the trainer to understand how the training will be useful.

### 2.1 Training Need Analysis



**Fig-1: Training Need Analysis, P.Nick., & James, (2004) 2<sup>nd</sup> edition, Effective Training, Eastern Economy Edition.**

### 3. REVIEW OF LITERATURE

**Bowman., and Wilson,(2008) has reported that** to investigate the experiences of managers who underwent a training needs analysis within a large bus transport company. It compares their perceptions of the TNA process with two external groups of training managers and training consultants. Recommendations are made to address and reconcile the differing interpretations and misunderstandings which occur between the different groups about TNA. **Reed., Jacqueline., and Vakola Maria, (2006) has reported that** the process for developing a training needs analysis tool could influence organizational change. The organization that is the subject of this research is a large, complex health system which is in transition from a traditional bureaucratic, hierarchy with a command and control management style to a more participative, people centered approach. A processual, organization development, action research-based approach to the development of a training needs analysis process was taken in the study so that the changes desired in the organization could be modeled in the first instance and secondly, in order to learn and understand more about what works and does not in order to continuously develop and progress the change agenda. In order to do this a parallel structure was established through which to progress the process which was tracked in an action research process. In addition, a series of interviews were conducted with top and senior management in order to ascertain their views about the process, its necessity, roles in relation to it, its potential benefits and how to introduce the process across the organization. **Boydell, (1976),** has reported that this article considers the important aspects that the identification of training needs must be resolved before training can be undertaken. Models for the consideration of present and future training needs are prescribed in a practical way and a variety of processes and approaches are described. This article describe that the first step in any developmental process is to identify the exact requirement of training keeping in view the individual and organizational needs. For this purpose the boss and the trainee themselves should play a major role in discussion and identification of training needs. The training department in an organization should play a supportive role in identifying the training needs rather than deciding by themselves

**Rae,( MAY 1984)** has reported that this article give a clear picture about the determination of training objectives and design and condition for the need of the training program. Setting objectives for a specific training program is a complicated task. Normally the training institution gives very broad objectives, which can encompass almost all directly and indirectly related subjects connected to the main theme of the program. **Emma Marshall, (2006)** has reported that there are many ways to meet people's training needs. The methods choose to meet the needs will depend upon how people prefer to learn, the number of people needing training, and the budget. Think also about any special needs people may have and how to support them, so that your training is equally accessible to all who need it. **Adrian Miller, (2007),** has reported that training can no longer be viewed as a support system, like a good benefits program or a leading-edge technical infrastructure. In the skilled workforce of the 21st century, training is essential. It is the core engine of a company, because it supports the entire skilled workforce. There is no other way for a company to comply with this paradigm shift than to understand that training is important. **Adrian Miller (2007),** has reported that when there are gaps in the skilled workforce gaps caused by lack of training then, automatically, work become inefficient and money is lost. How much money is lost depends on the type of gap and how it manifests; but without doubt, regardless of whether a company sells flowers or microchips, a gap in the skilled workforce costs money.

### 4. METHODOLOGY

#### 4.1. Instrumentation

The collection of data from the respondents was done through structured questionnaire. The instrument developed is from various journals, book reviews and a direct discussion with few training managers. The response is collected on five point scale questionnaire. The questionnaire contains five demographic factors and eighteen dependent variables also. The questionnaire contains open end questions and closed end questions.

#### 4.2. Sample Unit

The survey was conducted from a population of 74 persons and the sample size of this study is 70. The questionnaire was distributed among training and development department as well as HR departments of various Five Star Deluxe Hotels in Kerala. The questionnaire was distributed among both the male and female employees.

COMPANY NAME	DEPARTMENT		GENDER	
	HR	T&D	MAL E	FEMALE
RADISSON PLAZA	-	15	14	-
THE LEELA	-	14	14	-
KUMARAKOM LAKE RESORT	13	-	12	1
TAJ MALABAR	-	14	14	1
LE MERIDIAN		14	14	-
TOTAL SAMPLE SIZE	70	-	-	-

**CFS Score;** Customer factor satisfaction score is one standard score card which is used to get the responds or opinion from the guest regarding the employee's service. **Mystery Audit;** one external auditor will observe and rate the employee's performance in room service and guest receiving procedure. **Diner's Audit;** Diners audit is also one type of external auditing here the person will observe and rate the employee's performance in food and beverage service, cutlery handling and food and wine knowledge. **HOD Observation;** In hotels all the head of the departments considered as departmental trainers. HOD observation means the head of the department will observe and rate the employees while they are working. **Employee Satisfaction Survey;** In every hotel employee satisfaction survey will take place in yearly basis and it is one of the expensive surveys. It is very useful to find out the employee satisfaction level. **Performance Appraisal;** In hotel performance appraisal will take place in yearly basis. It is helpful to asses the performance of the employees against established goals and job responsibilities.

**SWOT Analysis;** SWOT stands for strength, weakness, opportunities and threats. In this analysis will helpful to find out the strength, weakness, opportunities and threats of the employees through one-on-one discussion. **Customer Satisfaction Surveys;** Customer satisfaction survey is conducted to find out the satisfaction level of the customers through the questionnaire. **One-On-One Discussions;** One-on-one discussion refers that the immediate supervisor or the trainer will have a direct communication with the employees of the organization individually to find out the training needs. **Diner's Audit;** Diners audit is also one type of external auditing here the person will observe and rate the employee's performance in food and beverage service, cutlery handling and food and wine knowledge. **Guest Feed Back;** It means collecting guest feed back through questionnaire or by direct enquiry for finding out the level of satisfaction of the employees.

#### 5. APPLICABILITY OF TRAINING NEEDS ANALYSIS METHODOLOGY IN STAR HOTELS OF KERALA

As a major tourist spot Kerala has now become a major destination for all the major hotels of National and International standards. There are a lot of hotels of International standards out of which we have chosen the five major players namely The Radisson, Taj Malabar, The Leela, Le Meridian and Kumarakaom Lake Resort. During our research through these hotels we found that almost all the hotels are following more or less the same training need analysis methodology. But our research shows that there is a marginal difference between these hotels which makes these hotels different from one another. For example:- If we take **prompt service** we can find that the standard deviation of Taj Malabar is the least, that is the deflection or deviation from the prompt service is less. Hence it is giving much better prompt service than any other hotels in its category. These prompt services are a major tool to understand the

TNA methodology. But when we move to other factors such as **satisfy employee training**, we find that The Leela has better training programs than others. Moving on to other such factors, such as **finding employees training needs**, we found out that Kumarakom Lake Resort has the least deviation, which means that it has a consistent methods of finding overall employees training needs. But when it comes to **understand the individual training needs** we find that Le Meridian is more consistent than any other.

Like wise we see that none of the 5-star deluxe hotels, where we visited, has a consistent TNA methodology. Some of them may be showing consistency in one factor where as other is showing consistency in some other factor. For example: Kumarakom Lake Resort is more emphasized on Finding employee training needs and giving clear idea of the vision and mission of the company. Whereas Radisson only emphasizes on test to analyze the training needs. Taj Malabar is emphasizing on training for career development of employees and to discuss the organizational outcome with its employees. Le Meridian emphasizes more on to understand the individual training needs, discuss the organizational objectives with its employees as well as training for health, hygiene and safety whereas The Leela shown consistency in most of the factors such as to satisfy employee training, to check whether the schedule is planned or not, to conduct test to analyze the training needs and to change in the current training system. All the concepts of TNA methodology is equally important for the overall development of the organization, hence a better TNA methodology design is needed to get a better output and careful steps has to be taken not to ignore even a single the factor.

## **6. RECOMMENDATIONS**

### **6.1. Kumarakom Lake Resort**

In existence of a well organized T&D, department is clearly seeing the performance of employees at Kumarakom Lake Resort. So for my sincere recommendation would be to set up a training and development department which consist of efficient training managers who have had prior experience in reaping the fruits of success. Continues Performance Appraisal should be conducted to test the performance of employees, thereby enabling the management to give the timely training to employees everytime they fail to mee t the prescribed criteria.

### **6.2. Radisson Plaza**

External training could definitely have a better impact on the performance of the employees. So a team of external trainers can be appointed to further enhance the effectiveness in the performance of the employees.

### **6.3. Taj Malabar**

Employees' are resistant to attend training program due to their membership in trade union. The newly appointed employees should be informed and made aware about the negative effects of becoming a member of the trade union.

### **6.4. Le Meridian**

Due to improper shift timing, training managers are finding it difficult to train the employees so fixed shift timing should be prepared and implemented to enable the managers to train the employees without any hindrance.

### **6.5. The Leela**

Periodical skill tests should be conducted to test the skill of the employees and also to find out the skills that lacks in each employee and training them accordingly.

## **7. CONCLUSIONS**

Training needs analysis method is the corner stone of every organization. It helps the organization to find out the minute change in the performance of the employees, thereby enabling them to give better training, by which the performance of the employees can be enhance along with building brand image of the organization. Therefore the management has to take every effort to provide timely training to the employees so that they are able to achieve the customer satisfaction level and the desired service quality level can be set by the organization.

### **Recommended Training Needs Analysis System**

The given chart clearly indicates the Training Needs Analysis Methodology that has to be adopted by every organization. It includes how the organization has to understand the current situation, how to determine the outcome, and how to analyze the gap in employees' performance.

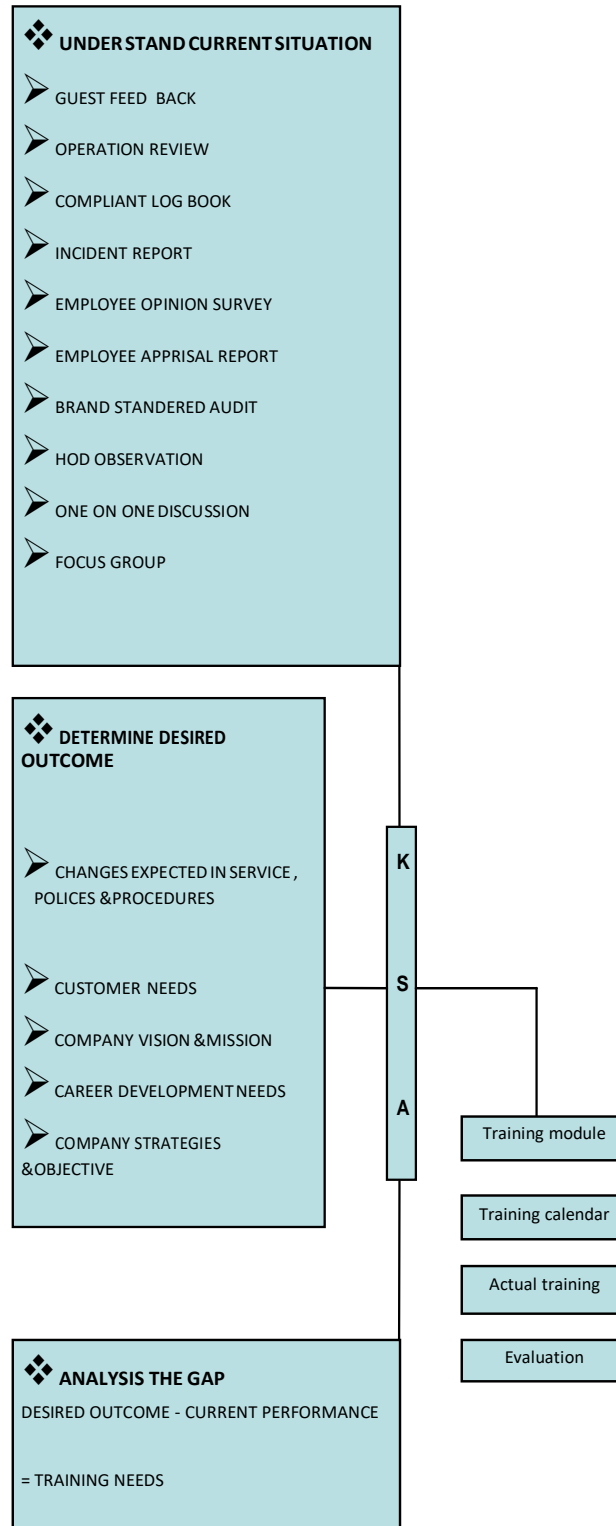


Fig-2: Recommended Training Needs Analysis System

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