

# A Review on Training Protocol at a Five Star Hotel in Chennai

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## ABSTRACT:

*Training protocol is defined as a procedure of transfer of principles from the organization to the employees so that the employee understands the customer expectation and serves them better. Through this technique the customer is satisfied and retained. So training protocols play an important role in competitive advantage over the challengers. RATER system is one of the effective and efficient protocol followed at one of the leading five star hotels in Chennai which is analysed in detail and presented. Future study can be made on this technique based on the requirement in hospitality industry.*

Keywords: training and development, hospitality industry, RATER, Reliability, Assurance, Tangibles, Empathy, Responsiveness.

## INTRODUCTION:

Training is of the most important pillars of human resource management. In the present competitive market, we should be proactive enough to overcome challenges and utilize the opportunities to become successful. There are many ways to sustain and develop among our competition. One of such strategy is to have a trained and skilled workforce. Only through investment on Training & development of the workforce, we could

achieve the competitive edge over our competition. There are numerous number of techniques and strategies that can be employed to achieve the intended target of skills workforce. Choosing right kind of training for the right workforce is always a challenge for the Human resource managers.

The scope of our study is Hotel Industry since it is a labour intensive industry, the emphasis should be made on workforce development. Right kind of training at the right place at the right time is always needed for efficient and effective transfer of intended knowledge to the respective workforce. This article deals with the training protocols for the employees at one of the exclusive sector of hospitality industry with special concentration on five star Hotels at the biggest Metropolitan city, Chennai.

## OBJECTIVE OF THE STUDY:

- Analyse the existing training protocols at five star hotels, Chennai.
- Suggest a service principle which can be adopted by organization in similar hospitality industry through training of the workforce.

## SCOPE OF THE STUDY:

- This study helps to know about the consumer perceptions of service quality.
- This study on RATER model allows customer service experiences to be explored and assessed quantitatively and has been used widely by service delivery organizations.

#### **LIMITATION OF THE STUDY:**

- In any organization the schedule of work would be hectic, especially in the five star Hotels, Chennai. .
- This study lacked the ability to relate to a wider society in general since the program is taken place in an organization located at Chennai
- The analysis may not to be taken as a universal answer as it is based on the study of training protocols of a specific five star hotel, Chennai.

#### **REVIEW OF LITERATURE:**

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985) studied that in the early 1980's the one of the concerns in service industry is service quality management. According to them it is easy to measure the tangibles of service while intangible aspects are undefined and not easy to research on. To overcome these difficulties, of service sector they designed

a model of service quality for all service sectors. In this research it also provides scope for future research on service quality.

Bergenhengouwen, G. J. (1996).studied that the competency of the employee is directly linked with the competency of the organization. In this research, the author suggested that Human Resource Management System (HRM) can help in achieving the organization's objectives by monitoring and developing the employees competency management and empowerment. This analysis was made with reference to petro chemical industry and ends with explaining the challenges in competency management of the organization.

Aguinis, H., & Kraiger, K. (2009) conducted a research on Training& development, which played an important role in employee development and organizational development. In this article, they focused on importance of training and development of individual, team, group and an organization on the whole. It involved training of departments multiple disciplinary and global training for the benefit of the stakeholders. It involvedprê-training, post training, service designs and delivery of expected services for maximum results. This result will be useful for all industries.

Jehanzeb, K., & Bashir, N. A. (2013), conducted a research on how to survive in these competitive environment organizations need and how to stay competitive. Employee training and development is one of the aspects of

business they need to emphasize on to have an advantage over its competition. Organization should be ready to invest more on training and development programs for the employees to make them expertise in their area of work and gain more knowledge on it. This research helps in understanding the benefits and positive outcomes of these kinds of training and development programs.

Moreland, R. L., & Myaskovsky, L. (2000) studied that an organization is not a single entity; it consists of collective work of the groups and the members working together as a team. Similarly the performance of the organization depends on the collective work of the groups. In this research it explained the benefits of group training programs and the performance of those groups who trained together performed better compared to the individually trained employees. They learnt to communicate easily between the team and perform better. Comparative studies were made between different groups with individuals who were trained together and not trained together. Results were found that the team trained together performed better.

Hunt, D. M., & Michael, C. (1983) conducted a study in training and development “mentor-protégé” relationship which played a very important role and need for knowledge on the relationship is very important. In this article the very important features of the mentor-protégé relationships were analysed for the benefits of the organization. Some of the factors were characteristics of the partners, other

kinds of relationships, both positive and negative outcomes of the relationship between the mentor, protégé and the customers.

Senthil, K., & Ramesh, R. (2010) studied that in Today’s economy competition is growing every second. Organization had to be pro-active enough to compete the global competition. The author emphasis on importance of design and delivery of services to gain more customers and to retain the existing customers. Research focused on hotel industries and the issue faced by them with focus on service characteristics and service tangibles to overcome the difficulties.

Jayaraj, B. (2015) considered that the importance of front line managers in critically explained in this research. Front line managers are the one who handles the staffs and manage them so their leadership skills plays a very important role in hotel industry. Training and development of these managers in hotel industry is most important part of the organization. This study is conducted at ITC grand chola, 2nd rank holders in Indian hotel industry.

Amirtharaj, S. M., Cross, S., Ravikumar, A., & Vembar, V. (2012) studied that human resources played a major role in effective performance of any organization. But it is not given that much importance and the perception is not so positive among the industries especially in our area of interest, hotel industry. In this article the author extensively analysed the importance of human resource policies and practices, and also the problems faced by the managers in implication of those practices.

Since hotel industry is a labour intensive industry this research is more helpful for the managers to understand its importance and overcome the challenges to be successful.

### **SERVICE PRINCIPLES- RATER**

RATER helps to serve the customer from the heart, these guiding service principles are inspired from the research on consumer perceptions of service quality SERVQUAL. This work consists of 5 factors- Reliability, Assurance, Tangibles, Empathy & responsiveness-that create the acronym RATER.

#### **RELIABILITY:**

Reliability is doing what you promised, dependably and accurately.

We make promises every day to both internal and external customers. Great service means repeating the effort consistently and predictably.

When the customer experiences solid delivery of the promise every time, we will be recognized as RELIABLE!

#### **ASSURANCE:**

Assurance is the knowledge and courtesy we show to our customers. It is the ability to convey trust, confidence and competence. When we communicate to our

customers, the words that we use can make a big difference in how they perceive. The goal is to stand out with a great attitude and skillful use of phrases that suggest can do, proactive service approach.

Assurance is best given to the customers through demonstration of;

- a) Good product knowledge
- b) Company knowledge
- c) Good listening skills
- d) Practicing habits of courtesy
- e) Problem solving skills

When they are trained in the above areas their confidence comes through loud and clear to the customers as they experience their formidable combination of service style and substance.

#### **TANGIBLES:**

Tangibles are physical facilities, equipment, and appearance of the service personnel that can help make the intangibles elements of service memorable and satisfying the customers. Customers will have a lot to say about the tangible the experience. Tangible is just that it is easy to see and criticize.

#### **EMPATHY:**

Empathy is identification with or vicarious experience of the feeling, thought or attitudes of another person. It is not always necessary to express empathy in

every customer service interaction, but when a customer is in a difficult situation, it's essential to show concern.

Empathy is

- ✓ Seeing things from customers perspective
- ✓ Acknowledging their feelings
- ✓ Acknowledging their situation

This ability is one of the most important skills to master in the realm of customer service. The degree to which we show our customers caring an individual attention can make a satisfied customer become a loyal customer. In this world of high tech and automation, customer really crave for high touch!

To show empathy, use;

- Words and phrases that identifies the emotion and capture the basic message
- Right tone of voice and body language.

**RESPONSIVENESS:**

Responsiveness is the willingness to help and provide prompt services. It's about follow up and follow through, finding the answer rather than transferring the customer somewhere else. It's keeping the customer informed of your progress, about establishing priorities and deadlines.

**RESEARCH METHODOLOGY:**

The research methodology has chosen the Hotel Industry for this study. To collect the data from the respondents the researcher used non-probability, convenient sampling method.

**DATA ANALYSIS:**

SA- Strongly Agree; A- agree; N- Neutral; D- Disagree; SD- Strongly Disagree

S.No.	Parameters	No. of Respondents	%
1	<b>Gender</b>		
	• Male	15	50
	• Female	15	50
2	<b>Age</b>		
	• 18 – 25 YEARS	13	43.3
	• 26 – 40 YEARS	16	53.4
	• 41 – 55 YEARS	1	3.3
	• 55-till retirement	0	0

<b>3</b>	<b>Education</b>										
	• School	<b>9</b>					<b>30</b>				
	• Diploma	<b>6</b>					<b>20</b>				
	• Under graduate	<b>13</b>					<b>43.3</b>				
	• Post graduate	<b>2</b>					<b>6.7</b>				
	• Doctorate	<b>0</b>					<b>0</b>				
<b>4</b>	<b>Work Experience</b>										
	• Fresher	<b>14</b>					<b>46.6</b>				
	• Experienced	<b>16</b>					<b>53.6</b>				
<b>5</b>	<b>Satisfactory level on 5 principles</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
		<b>8</b>	<b>18</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>26.7</b>	<b>60</b>	<b>13.3</b>	<b>0</b>	<b>0</b>
<b>7</b>	<b>Inspiration to meet the goals at the work</b>	<b>5</b>	<b>20</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>16.6</b>	<b>66.7</b>	<b>16.7</b>	<b>0</b>	<b>0</b>
<b>8</b>	<b>Satisfactory level whether they are completely focussed on their job duties</b>	<b>5</b>	<b>21</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>16.7</b>	<b>70</b>	<b>13.3</b>	<b>0</b>	<b>0</b>
<b>9</b>	<b>Satisfactory level on quick adaptation to the difficult situation after training</b>	<b>6</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>73.3</b>	<b>6.7</b>	<b>0</b>	<b>0</b>
<b>10</b>	<b>Taking initiatives to help each other employees at work when need arises</b>	<b>6</b>	<b>19</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>63.4</b>	<b>16.6</b>	<b>0</b>	<b>0</b>

### ANOVA-ONE WAY

1. Analysis of relationship between work experience and level of satisfaction of training.

**Hypothesis:**

**Null hypothesis:**

There is no significant relationship between work experience and satisfactory level of RATER

**Alternative Hypothesis:**

There is a significant relationship between work experience and satisfactory level of RATER

Table: Relationship between work experience and satisfactory level of RATER.

<b>Work Experience</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	0.482	3	0.161	0.595	0.624
Within Groups	7.018	26	0.27		
Total	7.5	29			

Since the significance level is 0.624, which is more than 0.05, the null hypothesis is accepted. Therefore this table indicates that there is no significant relationship between work experience and satisfactory level of RATER.

**Null hypothesis:**

There is no significant relationship between age of the employee and 5 RATER principles.

**2. Analysis of relationship between age and satisfactory level of 5 RATER principles**

**Alternative Hypothesis:**

There is a significant relationship between age of the employee and 5 RATER principles.

<b>AGE</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	0.22	3	0.073	0.183	0.907
Within Groups	10.446	26	0.402		
Total	10.667	29			

Since the significance level is 0.907, which is more than 0.05, the null hypothesis is accepted. Therefore this table indicates that there is no significant relationship between age of the employee and 5 RATER principles.

**3. Analysis of relationship between Experience and satisfactory level of training**

Null hypothesis:

There is no significant relationship between the satisfaction level of training and educational qualification of the employee.

Alternative hypothesis:

There is no significant relationship between the satisfaction level of training and educational qualification of the employee.

EXPERIENCE	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.938	3	0.979	1.021	0.399
Within Groups	24.929	26	0.959		
Total	27.867	29			

Since the significance level is 0.399, which is more than 0.05, the null hypothesis is accepted. Therefore this table indicates that there is no significant relationship between the satisfaction level of training and educational qualification of the employee.

- Out of 30 respondents, 50% of the respondents are male and 50% respondents are female.
- out of 30 respondents, 43.30% of the respondents are of the 18-25 years of age group,
- 53.30% of the respondents are of the 26-40 years of the age group, 3.30% of the respondents are of the 41-55 years of age group and 0%

**FINDINGS:**



of the respondents are of the age group that is 55 years and above.

- Out of 30 respondents, 46.60% are fresher and 53.40 are experienced.
- Out of 30 respondents, 30% of the respondents have completed their education in school level, 20% have got a diploma, 43.33% of the respondents are Under Graduates and 6.67% of the respondents are Post Graduates
- According to this analysis, there is no significant relationship between work experience and satisfactory level of RATER.
- There is no significant relationship between age of the employee and 5 RATER principles.
- There is no significant relationship between the satisfaction level of training and educational qualification of the employee.

#### **SUGGESTIONS:**

- Through this analysis the training protocol in five star hotels the employees get trained in a way where they can have a better understanding over the customer perception and needs which will improve the service quality of the organization.

- By following this training protocol they can have new customers and retain their existing customers through the service quality provided by their employees.

#### **CONCLUSION:**

The researchers propose that specific factors of RATER are crucial. The training protocol ensures the employees get trained to fulfil the service principles of SERVQUAL. Almost all the employees find the training protocol satisfactory to meet the job needs. This training protocol is specifically tailor made for Hospitality industry with special focus on five star hotel where the service quality expected is too high and requires trained and skills workforce to meet the demands of the customers.

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