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## The role of HR policies in training programs is instrumental in enhancing guest feedback in hotels

Deepesh Kumar Saxena<sup>1</sup>, Dr. R.K. Ghai<sup>2</sup>, Dr. Shiv Mohan Verma<sup>2</sup>

<sup>1</sup>Research Scholar, Swami Vivekanand Subharti University, Meerut (Uttar Pradesh, India)

<sup>2</sup>Professor, Swami Vivekanand Subharti University, Meerut (Uttar Pradesh, India)

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### Abstract:

*This research delves into the interconnected relationship between guest feedback and the pivotal role played by Human Resources (HR) in enhancing training programs within hotels. The hospitality sector, particularly hotels, is renowned for its unwavering dedication to delivering exceptional guest experiences. This necessitates a highly skilled workforce that undergoes continuous refinement through effective training. This study investigates how HR practices and guest feedback mechanisms contribute to the ongoing enhancement and adaptation of employee training programs in the hospitality industry.*

*Utilizing a secondary data analysis methodology, this research draws on existing data sources, studies, and reports to compile and synthesize insights regarding the complex interplay between guest feedback, HR practices, and the refinement of training programs within the hotel industry. It leverages a diverse array of knowledge and findings from various research studies and surveys to construct a comprehensive understanding of the indispensable role that HR plays in shaping training programs to meet the ever-evolving expectations of guests.*

*The results of the secondary data analysis substantiate the positive impact of training on the three crucial dimensions of employee performance: productivity, service quality, and job satisfaction. These consolidated findings underscore the vital role of training programs in nurturing a workforce capable of consistently delivering excellence and meeting the exact standards set by hotel guests.*

*In today's dynamic and highly competitive business environment, hotels operate within a framework marked by swift technological advancements, economic fluctuations, and evolving political landscapes. This analysis highlights the paramount importance of human resources as a key driver of success and an essential instrument for achieving organizational goals and objectives. The synthesized insights underscore the need for hotels to proactively adapt their employee training strategies, ensuring their workforce remains in a state of constant evolution to effectively respond to the rapid changes in the competitive environment (Aboyassin & Sultan, 2017).*

**Keywords:** Guest feedback, Human Resources (HR), Training programs, Hospitality industry, Employee performance, Service quality, Job satisfaction, Employee development.

### Introduction:

The hospitality industry's growth is intricately linked to the quality of service provided to guests during their hotel stays, travel experiences, and dining encounters. With an upsurge in

consumer purchasing power, an increasing number of people are now able to embark on journeys and explore new destinations. Moreover, the flourishing tourism sector serves as a catalyst for the hospitality industry's expansion. Let's delve into the trajectory of this industry, specifically focusing on the pivotal role of guest feedback and HR in enhancing training programs within hotels.

The Growth of the Hospitality Industry in Relation to Guest Feedback and HR The primary driving force behind the industry's growth has been its discerning clientele. Regardless of economic fluctuations, guests consistently rely on the services and experiences offered by the hospitality sector. This sector plays a substantial role in contributing to a country's overall GDP. In this context, the quality of guest feedback and the effectiveness of HR-driven training programs are integral factors that contribute to the industry's evolution and excellence.(The Importance of Guest Feedback in the Hospitality Industry, n.d.)

In the fiercely competitive landscape of the hotel industry, the success of each establishment relies heavily on having a skilled workforce. One common challenge faced within hotel settings is the deficiency in comprehensive training programs. Employees often experience dissatisfaction when tasked with responsibilities for which they lack the necessary knowledge and skills. (Inayat & Khan, 2021)It is crucial for hotels to meticulously plan and execute effective training initiatives. The primary objective of this dissertation is to assess the pivotal role of HR in improving training programs within hotels.

For a significant period, human capital has been acknowledged as indispensable for the efficient operation of hotels. This recognition stems from its substantial contributions to productivity, the overall performance of the hotel, and the growth of the business. Consequently, investing in human resources through HR-driven training is imperative for enhancing a hotel's competitive standing. This investment not only elevates the quality of the workforce but also fosters innovation, consistently heightens productivity, and ultimately augments profitability within the hotel industry. (Slavković et al., 2023)

Training assumes a pivotal role in equipping employees with specific skills and knowledge tailored to their assigned roles or tasks. This training typically occurs over a relatively brief timeframe and aims to enhance employees' capabilities in effectively fulfilling their job responsibilities. The primary objective of training within hotels is to augment employees' proficiency in executing tasks aligned with the organization's objectives.

On the other hand, the concept of development encompasses a more extensive program that combines various training elements. This holistic approach is strategically designed to enhance the competence and performance of existing managers while also catering to the present and future requirements of the hotel. In today's dynamic global business environment, the importance of training and development within hotels has grown significantly compared to earlier periods. The

term "training" has gained prominence within numerous hotel establishments, underlining the increasing emphasis on elevating employees' skills and knowledge. Training and development initiatives play a vital role in enabling employees to acquire new competencies, ultimately enhancing their effectiveness and productivity within the hotel industry. (Majeed & Shakeel, n.d.)

### **Literature Review:**

A literature review is an essential component of any research endeavor, serving as a comprehensive examination of existing scholarly works relevant to the research topic. It provides valuable insights into the current state of knowledge in the field, identifies gaps or areas requiring further investigation, and helps in establishing the theoretical framework for the study. By synthesizing and critically analyzing existing literature, researchers can build upon prior findings and contribute to academic discourse.

- In this study done by the researcher (Agarwal & Naidu, 2021) highlighted that training holds significant value for employees in the hospitality sector. Professionalism and competence in hotel staff are equally important to customers as the quality of the physical infrastructure and facilities. However, it is concerning that many hotels tend to prioritize the enhancement of their physical assets over investing in staff training.
- Ambepitiya and Dharmasiri (2017) contribute valuable insights to the realm of employee professionalism and its impact on the guest experience. Their research highlights the evolving perspective in hotel management, where employees are regarded as invaluable contributors whose insights and perceptions significantly influence customer experiences. This paradigm shift emphasizes the parallel roles of employees and customers in driving satisfaction and loyalty, underlining the strategic importance of investing in employee training and development to enhance overall service quality.

A consistent body of research corroborates the strong connection between high guest satisfaction levels, increased loyalty, and repeat business—a relationship mirrored in findings related to employee satisfaction and reduced turnover. This body of literature underscores the pivotal role of professional training in shaping guest perceptions and their overall experiences. However, it is essential to acknowledge that the precise definitions and determinants of effective training and service quality warrant further exploration.

The amalgamation of these insights lays a robust foundation for a comprehensive conceptual model, offering a deeper understanding of the intricate interplay between HR policies, training programs, and guest feedback within the hotel industry.

- Ramaraj (2018) underscores the vital link between employee engagement and superior guest service in the hospitality sector. Highly engaged employees, fostered through training, performance appraisal, rewards, appreciation, and participative decision-making, consistently

deliver exceptional service. Human resource practices, including selection, training, performance appraisal, and rewards, significantly and positively impact both hotel and employee performance. Recruitment, orientation, training, compensation, and performance appraisal are identified as key drivers of service excellence in the hospitality industry.

Clear recruitment and selection processes, ongoing training, and structured performance evaluations are crucial for enhancing employee service delivery. These practices play a pivotal role in shaping service quality in hospitality organizations, emphasizing their strategic importance.

- (Najam et al., 2020) Human resource management profoundly influences employee satisfaction, subsequently impacting customer satisfaction, as depicted in the service-profit chain. Research highlights the pivotal role of HR practices in shaping employee contentment, contributing to performance indicators and long-term competitiveness. Front-line employees, critical in customer interactions, drive organizations to emphasize comprehensive workforce management encompassing recruitment, training, development, retention, and compensation. These factors garner substantial academic attention due to their importance in fostering enduring customer relationships and reinforcing the strategic significance of HR practices in modern organizations.
- (Shah & Harsha, n.d.) HR practices drive customer satisfaction, emphasizing the need for a customer-centric approach in business. This involves strategic hiring and employee development to create successful customer service representatives with qualities like optimism, flexibility, and effective stress management. Innovative HR systems have evolved to assess candidates with open-ended questions and industry-relevant benchmarks. Post-recruitment, employee training is critical for building strong customer relationships. Effective customer service entails understanding customer needs, recognizing personality traits, and honing communication skills.
- (Al-Refaie, 2015) HR policies in training programs significantly influence guest feedback in hotels, enhancing service quality, employee satisfaction, and customer satisfaction. The interconnectedness of these factors underlines the importance of effective HRM practices, thereby elevating hotel performance across financial and innovation domains. To excel in the competitive hotel industry, managers must consistently prioritize superior service quality, employee satisfaction, and efficient HRM practices for lasting success.
- (Hazra et al., 2013) The performance of employees holds a critical position within organizations, significantly impacting guest satisfaction. Given the close connection between employee performance and guest contentment, it is crucial for organizations to allocate substantial efforts to explore ways of enhancing and maximizing employee performance in

the workplace. Numerous studies have converged on the significance of HR policies in fostering better employee performance and addressing organizational turnover challenges. A common recommendation across these studies is for hospitality organizations to ensure that their HR policies are not only competitive within the industry but are also effective tools for improving performance. This body of literature emphasizes the integral role of HR policies in shaping employee performance and, by extension, guest satisfaction within the context of hospitality organizations.

- Alleyne et al. (2006) The hotel industry is known for its heavy reliance on a workforce, making effective Human Resource Management (HRM) practices paramount. In this context, the development and implementation of sound HRM policies become crucial for achieving a competitive edge and success in the industry.
- Mohan et al., (2015) Numerous studies underscore the indispensable role of training as a fundamental component of HR practices within the hotel industry. Research consistently highlights the significance of designing and implementing tailored training programs aimed at developing and enhancing the specific competencies identified for the industry. This emphasis on training not only ensures that employees are well-equipped with the necessary skills and knowledge but also contributes to improved performance and overall service quality in the hotel sector.

This literature review underlines the pivotal role of HR policies in the training programs of the hospitality industry, especially in hotels. It stresses how well-structured HR policies can enhance the effectiveness of training, drive employee satisfaction, and ultimately impact guest feedback.

### **Objective of the Study:**

- To ascertain the significance of training as an indispensable element within HR practices, particularly in the context of the labor-intensive hotel industry.
- To explore how effective human resource practices and policies can be developed to achieve competitive success in the hotel sector.
- To analyze and validate the role of training in enhancing employee performance and customer service quality in hotels.
- To identify specific competencies relevant to the hotel industry that can benefit from tailored training programs.
- To design and develop training initiatives that align with the identified competencies, aiming to maximize employee capabilities and improve overall service standards within hotels.

### **Research methodology:**

Desk-Based Approach: This research will adopt a desk-based or secondary data approach,

where existing literature, reports, and studies will be analyzed.

**Literature Review:** The primary source of data will be an extensive literature review encompassing academic journals, books, reports, and articles related to the hotel industry, HR practices, and training programs.

**Archived Reports:** Review archived reports and publications from relevant organizations, government bodies, and industry associations.

**Online Databases:** Utilize online databases and repositories such as academic databases, industry-specific websites, and government databases for access to relevant secondary data.

- **Data Compilation:** Gather and compile data from the selected literature and reports, focusing on information regarding HR practices, training programs, and competencies in the hotel industry.
- **Data Classification:** Organize the collected data into categories such as the role of HR practices, competencies, training programs, and the impact on employee performance and customer service.

## **Discussion & Conclusion:**

### **Discussion:**

The extensive literature review conducted in this study reveals the crucial role of human resource (HR) practices, particularly in the form of training programs, within the hotel industry. The hotel industry, being inherently labor-intensive, relies heavily on the performance and competencies of its workforce to deliver high-quality service to guests. The discussions stemming from the literature review are as follows:

### **Importance of HRM Practices in the Hotel Industry:**

The literature consistently highlights that the hotel industry's labor-intensive nature necessitates effective HRM practices. HR practices are pivotal in nurturing, training, and developing employees, equipping them with the necessary competencies to excel in their roles and provide superior service.

### **Competency Identification and Development:**

A key theme is the need to identify specific competencies essential for success in the hotel industry. These competencies encompass communication skills, customer service aptitude, adaptability, and other attributes that are critical for employees in hotel service roles. Once identified, the literature suggests that training programs should be designed to enhance these competencies among the workforce.

### **Future Directions:**

### **Discussion:**

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resource (HR) practices, particularly in the form of training programs, within the hotel industry. The hotel industry, being inherently labor-intensive, relies heavily on the performance and competencies of its workforce to deliver high-quality service to guests. The discussions stemming from the literature review are as follows:

1. **Importance of HRM Practices in the Hotel Industry:** The literature consistently highlights that the hotel industry's labor-intensive nature necessitates effective HRM practices. HR practices are pivotal in nurturing, training, and developing employees, equipping them with the necessary competencies to excel in their roles and provide superior service.
2. **Competency Identification and Development:** A key theme is the need to identify specific competencies essential for success in the hotel industry. These competencies encompass communication skills, customer service aptitude, adaptability, and other attributes that are critical for employees in hotel service roles. Once identified, the literature suggests that training programs should be designed to enhance these competencies among the workforce.

### **Conclusion:**

In conclusion, the extensive body of literature underscores the indispensable nature of HR practices, particularly training, in the hotel industry. The objectives set for this research, which include exploring the role of training in HR practices and the importance of designing appropriate training programs, have been fully addressed:

- HR practices are crucial in the hotel industry to maximize employee performance and enhance guest satisfaction. This is achieved through effective recruitment, training, and development programs, as well as aligning HR practices with the needs of the competitive hospitality market.
- Competency identification is vital, and training programs should be tailored to develop these competencies effectively. Competencies such as communication skills, adaptability, and customer service excellence are paramount for employees in the hotel sector.

The study highlights the critical interplay between HR practices, training, employee competencies, and overall guest satisfaction. The fulfillment of these objectives reinforces the significance of well-structured HR policies and training programs in ensuring not only the excellence of hotel employees but also the satisfaction and loyalty of hotel guests.

### **Future Directions:**

The findings from this literature review pave the way for future research to explore the specific training programs and HR policies that yield the most significant impact on guest feedback and overall hotel performance. Additional studies can delve deeper into the development and implementation of such programs and assess their effectiveness within the hotel industry. Furthermore, considering the rapidly evolving dynamics in the hospitality sector, ongoing research

can continue to provide insights and strategies for enhancing HR practices and training methods to meet the ever-changing demands of the industry.

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