Impact of Training on Improving Hotelling Service Quality

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Abstract
The study aims at measuring the importance of scientific principles of training process in hotels as a means of training their staff and qualifying them as well as measuring the extent of their influence on the quality of offered services. Also, the current research is seeking to clarify the concept of Total Quality Management and the possibility of adoption it in the hotel work.

Key words: Training, Hotel Services, Total Quality Management.

Introduction
Recently, training has become an investment in human being since it is considered the main pathway to form adequate human resources in term of quality and quantity. Hence, it aims at providing individuals with information and administrative, technical skills required to carry out their work in efficiency and effectiveness. Subsequently, this will positively influence organization work and its performance.

Training is one of the key improvement measures to classify hotel. Thus, it is clear why large share are deducted from budget and devoted to training process in hotels. To get successes in the training process, the concept of training should be obvious for all joined parties (trainers, trainees and training officials) due to its strong effect on well-preparation and implementation of training programs as well as on modern techniques that satisfy the needs of personnel and enhance their knowledge and skills as well. Moreover, adopting the total quality systems in training in particular will upgrade the level of hotel services.

Significance of Study
The significance of this study is driven from the importance of hotels sector as a place to train, qualify and prepare their staff in all levels; managers, workers, technicians and cooks. But this does not mean to restrict the mission of hotels sector in training students of tourism and hotelling colleges. On the contrary, the training has to continue in all stages of work and this is what is called continual hotelling education. Training process works on improving the services quality in hotel. Thus, it is necessary to adopt the system of training quality.
Objectives of Study

Due to the significance of training in hotel sector, this study aims at:

- Clarifying the concept of training, its requirements, and the concept of quality and the approach of total quality management.
- Assessing the extent of harmony of training process in hotels.
- Assessing the requirements of training process in hotels.
- Assessing the quality of training process and its impact on the quality of hotel services.
- Assessing the changes carried out by hotels administration to adopt the approach of total quality management in work.
- Assessing a proposed approach to implement the total quality management.

Problem of the Study

The previous studies in this field have shown that lacking of training has huge disadvantages in the hotel such as low-grade level of services and low revenues of technologies in addition to further expenses and additional costs.

1- Low – grade level of hotel services and other related issues such as dissatisfactory, mess, lacking of experience resulting from neglecting training process and giving no much care to its concepts while identifying the needs and designing training process as well as fulfilling and evaluating it.

2- Absence of the concept of quality and quality system that guarantee the improvement of the quality in training process and hotel services.

Methodology

To achieve the objectives of the study, analytical descriptive approach has been adopted to handle the problem of the current study via analyzing the content of previous studies which handled the same topic.

Review of the Related Literature

Comparatively, Arabic and local practical studies which discussed training process in the field of hotel service is few. Here, the researcher will present the available Arabic, local and foreign studies. Al-atowi (2007) in his study titled "impact of training techniques on the effectiveness of training program in the Public Organization for Technical Education & Vocational training in KSA ". In his study, he seeks to recognize the training techniques and their effect on the training program's effectiveness in the Public Organization for Technical Education & Vocational Training in KSA. His study comes up with the following results:

- The total average of perspectives of sample of study towards training techniques was high and it was the same level of average towards the effectiveness of training programs.
- Training techniques have impacts on the training programs in Public Organization for Technical Education & Vocational Training in KSA.
Al-atowi concludes his study with a list of recommendations; the necessity to improve training environment, training infrastructure and to select qualified trainers in this field.

- Abdelhadi (2006) examines the truth of human resources in tourism sector in Libya. His study's title is "The tourism and vocational construction in Libya between reality and ambition".

The study concludes with the following results:

Republic Libya has special privacy lies in the slowness of growth in preparing specialized technical cadre to play key role in development process. It is very obvious the need of society to those qualifications in all fields. The fulfilling high level of efficiency and skills of employees with increasing its number becomes important mission and forms a hazard challenge to maintain the existence of Islamic nation and its competition with other entities for survival.

In this regards, Ikhalas Tarrawneh (2006) carries out study "Training and Development Practices and Problems" that tackles the obstacles and restrictions of training in the Arab world. Further studies, Alzobi (1991) initiates study under the title "the training needs for managers and chairmen of departments from their perspectives in Jordanian universities and the programs they took part". This study focuses mainly on the training needs of directorates' directors in Jordanian university. The researcher has recommends the following; prepare training programs concerned with skills that concentrate on the training programs in term of planning process, leadership, guiding and decision making.

Sheban (1990), aims in his study "Mechanism of selecting training needs of government sectors in Oman Sultanate" to define the mechanism of planning training in all government units. This study ends up with:

- Not all training needs of governments units are real needs; it is shown that 37.2% are real needs.
- The training needs in (55.6%) of government units are the current needs only whereas in (32.5%) of government units are the current needs plus future needs.
- Hassanian (1987) conducts study under the title "Defining the training needs of Jordanian public sector and the role of the public Management Institute to rule these needs." In the one hand, this study seeks to identify the needs of administrative training in ministries and public institutions as well as studying the techniques adopted by public institutions to define their training needs and the types of these needs as well. On the other hand, this study clarifies the role of institute to meet the training needs of public institutions. At the end of this study the researcher concludes his study stating that the process of defining training needs requires extensive study, analysis and persistent consulting with concerned parties. Also, he recommends establishing training centers in each ministry and institution to gather data and statistics as well as to define the training needs and preparing training plans.
- Whittaker (1987), carries out study mainly focuses on stating that training needs some business organizations and industrial institutions in Indiana in order to specify the best training types in this state. The study results shows that the higher ten skills strongly needed among workers in business institutions and industrial firms to train them on these skills comprise concepts that have linkage with management and human relationships and prove that analogous institutions have the same training needs.
- Parrish, W (1986), conducts study titled "Assessment of the Management Development Learning Needs of Managers." This study is set to provide us with useful information about programs of administrative development which holds in universities. To move the study forward, it shows that there is no significant existing relationship between the training needs of managers and variables such as age, education and experience. Furthermore, the study shows that there is a need to train managers on human, technical aspects in sequence.

- Sorensen (1958), in his study "Assessment of Training programs efficiency via measuring functional conduct." He carries out his study through Grotonville program for advanced management in General Electric Company in the United States. This study is described as study of observed variables in order to answer the following query "Is there any observed changes in the management style followed by the managers who took part in the Program of Advanced Management in General Electric Company?"
The results of this study indicate that there is a positive effect of such programs in the individuals' conduct resulted from analysis. This analysis examines the similarity and differences aspects in the observed variables on the participant. Then; it compares the performance of participants with others.

Training Concept

Scholars have split on the definition of training but they have agreed on it as concept as a continuous - organized administrative process has purposes. To put it clear, we list key definitions come cross in academic studies of management scholars:
"Hotel training is a planned activity targets developing behavioral technical workers' skills in hotel to empower them to play active role ends with achieving their goals and hotel goals as well." Another definition of hotel training is "an active means to enable individual to make use of his capability and his potential capability. Further, it is a planned persistent activity aiming to create change in data, experience, methods, views, behaviors and attitudes of individual and group to make them competent. The purpose is to empower them to conduct their business in arrangement and to get high productivity as base to accomplishing firms' goals.
Based on what mentioned, the researcher observes:

1- The hotel training is a planned continual activity aims at raising individuals’ capabilities.
2- This training leads to adjust individual's data and experience and change his behavior and attitude to improve his performance and his work quality.

This training provides the individuals with new experience and skills necessary to develop their work and hotel performance produced by providing hotel with competent individuals who are able to adjust with nature of their work and this is what we are after, chain of global hotels which helps to bring quality to the hotels. In this field, training is an arranged constant activity works on training and provides all hotels with data and skills needed to offer high quality services.

Significance of the Study

Training is the modern vehicle of education, development and performance. In chains of global hotels, it is strategic choice in field of investment and human resources. Hotel training is
an active means to improve the work and quality of institution. In fact, technology is not a signal of success in hotels. It is well known, in hotel sector, it is not logic to measures the development of hotels via extending their facilities and providing them with equipment and modern devices without improving the performance of human element. By doing so, it appears as an output of training and teaching through efficient programs.

Due to the fact that chains of global hotels have enough money and human resources as well as necessary equipment in training, the possibility of getting training and teaching is obtainable more in these chains of hotels on contrary to other type of hotels.

**General Principles of Hotel Training**

Scholars and researchers of management have put the following general principles of training:

1. Necessity for continual training: training is non-stop process to meet the demands of development and transformation and it is a basic need for any hotel to improve its cadre starting "from employment till the retirement ".
2. Hotelling training is integrated system: it is not a random activity by its inputs, systems and outputs. Also, it is integrated with other activities of human resource management.
3. Hotelling training is changeable, renewable activity: due to the renewability and changeability of individual's attitudes, behaviors and technological developments, it is necessary to regularly modernize hotelling training programs and techniques.
4. Hotelling training is a managerial and technical activity: training is considered managerial activity that involves all managerial conditions such as clear policies, aims, plans and programs. On the other hand, training is a technical activity that needs scientific, practical specializations and experts in training.

**Stages of Training Process**

To plan the process of training, it is essential to take into account the sequence in the planning process which means that training goes through different stages:

1. Training trends
   Training trends distinguish between the level of required performance and the actual level of performance. Training trends are a gap between the requirements of work represented by knowledge and skills, and the actual qualifications of workers.
2. Designing Training Programs
   This process is a kind of producing educational and training materials that form the content of training program based on the training targets which reflect the pre-determined training needs. Designing training program needs to adopt scientific approach based on:
   a. Identifying training program objectives.
   b. Identifying the topics of training program.
   c. Identifying training materials and preparing them.
   d. Identifying training techniques.
e- Identifying tools and requirements of training.
f- Choosing the place and the time of training.
g- Choosing trainers.
h- Estimating the budget of training.

3- Implement of Training Programs
   It is the practical implement to what has been mentioned. Implementation is based on the contents and related issues of training program and its goals that include teaching and training attitudes and procedures aim to enhance the knowledge, skills, and behavioral values of trainees:
   This process is subject to the effect several factors:
   - Time: the time of starting and ending of program and distribution of time on the training materials.
   - Place and other requirements of training:
   - Supervision: driven by scientific specialists who are able to organize training and provide the cadre with necessary requirements.
   - Trainer takes his responsibilities since his role is considered an essential criterion in the successes of implementation.

4- Evaluating of training process: this process is defined as- "The procedures used to measure the efficiency of training programs and its extent of successes in achieving the goals. Also, the procedures are used to measure the efficiency of trainees and the extent of training successes to change them."

It is useful to say that evaluation process aims at:

- Recognizing strength points and developing them as well as recognizing weakness points and solving them.
- Identifying the extent of benefit gained by trainees in the training program.
- Measuring efficiency of training elements; trainer, trainee and techniques.
- Stating the possibility to maintain the program or change it.
- Improving training programs.

Total Quality in Training and its Influence on improving quality hotel services:

   Quality in hotelling training could be expressed by trainees satisfactory. By this level of trainees' satisfactory, training programs achieve the demands, ambitions and goals of trainees. In fact, quality of training is the best guarantee to develop quality of hotelling services. Thus, improving training leads to raise efficiency of training performance and then will have a kind of integration between what trainee learns and what he indeed needs to develop his capability and performance. This will increase the effectiveness of teaching and training. Practically, training leads to improving performance, minimizing mistakes and running work flawlessness. At the end, this will help to reduce the cost which is much wanted result to the hotel administration. Human element is a key pillar in the successes efforts to improve quality. Here, the importance of training quality stems from adopting any changes to contribute developing quality since training is mainly focusing on developing abilities and skills of humanitarian elements. Difference in the definition of quality is caused by diversity in usages and the concerned parties.
Throughout review of studies and researches concerned this topic, we could define quality as: an integration of traits and characteristics of a product or service in way that enables it to satisfy specific and general needs. Total quality Management is the best way to achieve goals and it was mentioned in the British Quality Association: "Total Quality Management is a managerial philosophy of organization aiming at accomplishment of customer needs and project goals as well."

The implementation of total quality is confined by industrial activity, it includes services sectors in particular hotelling sector. Thus, it becomes prominent subject in the researches of services quality of the tourism and hotelling sectors. Here, we can form comprehensive definition for total quality in hotelling services: it is the style used to present high efficient hotelling services based on the global measures and standards that provide the best of hotelling services and satisfy all needs and expectations of tourists. This will help training administration to adopt the system of total quality management. To reach to the adoption, the administration of training has to play crucial role to develop human resources and prepare all requirements needed to adjust or change the widespread culture in the hotels. Moreover, this process is required to obtain new technologies related to the training process. In brief, choosing the total quality management will transfer the hotel to be well-developed institution that offers high quality services.

Adoption of Total Quality Management as a Hotelling Training System

Implementing this system starts in a single department in the hotel later on it will come over all departments. Total quality management encourages the integration among hotel departments for sake of improving hotelling quality services, quality of supporting services and quality of managerial system. Due to fact that training is one of the activities of 5 stars hotels that provides training services to the hotel staff in different specializations, it is considered the first step to implement the Total Quality Management and to spread quality culture in hotel. This is caused by adoption of system of management which is seeking to fulfill training in high efficiency and effectiveness and because of its dependence on the elements of basic system (inputs – processes –outputs):

1) Inputs: they depend on the efficiency of identifying the former training need via competent techniques which enable us to define aspects of shortages in performance.
2) Processes: These processes use inputs to deal with the elements of training process (workers in training fields, topics of training programs, training techniques, supporting tools, and training environment which plays key role in investing previous elements).
3) Outputs: They are represented by the interaction between inputs through processes and reaching to services and products that meet the demands and desires of trainees. At the end, once again these outputs will reveal in form of an output to the system to improve the training process.

Recommendations

The author prescribes the following recommendations:
- Highlighting the importance of defining training needs in practice through relying on supporting scientific tools to identify these needs to form a base for training process planning.
- Providing training process with all suitable requirements necessary to improve it and recognizing its shortages during implementation.
- Initiating necessary procedures to build approach of total quality in hotel in general and in training in particular. This could be done through special departments and reconstructing these departments as an obligatory demand of current age and it requirements.
- Arranging of training and educational programs to illustrate the concept of quality, spread quality culture among hotels personnel in Four Seasons Hotels. It also needs audit department to audit the quality of training hotelling services in Four Seasons Hotels, set measures and indicators necessary to implement of Approach of total quality in the training services, observe these services and measure them.

Summary

The purpose of this study is to evaluate the scientific principles of training programs in hotelling services in hotels where workers were trained and qualified. Also, this study aims at studying the influence of training quality on hotelling services. In addition, this study clarifies the truth of concept of Total Quality Management and the possibility of adoption this concept in the hotel works through depending on total quality approach since it is considered a turning point in training of hotel cadres and qualifying them by defining stages of training process but each stage needs for improvement and planning via participation of all elements of training process. Then moving to train trainers and training officials on the techniques of implementing this approach. Doing so, trainers and officials will transfer the acquired knowledge to the trainees to adopt it in their work. It is recommended to measure findings of these processes and the extent of their influence on the training quality in hotels especially on quality of general hotelling services with documenting results if they are positive to be adopted and to be generalized. Doing so, the training process will gradually be improved to end up with adoption of Total Quality Approach in training and teaching.
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