

The efficiency of preparation for the training process management essay

[Business](#), [Management](#)



4. 1 Introduction

The purpose of this chapter is to analyze and interpret the collected data from Kronwell Hotel, Brasov. The analysis provides information about how the employees and recruiters perceive the training program in the researched establishment. The collected data will be interpreted and compared against the reviewed literature in order to determine similarities and extract how the hospitality industry use the training process, and how they perceive the value of training. In conducting the research a multiple choice questionnaire and an interview with the Human Resource manager was used. In this chapter the results and the interpretation of the results can be seen.

4. 2. Problem Encountered

During the process of gathering the primary data there were a few limitations and issues. The interview questions and the questionnaire questions were designed in English and then translated to Romanian in order to better communicate and acquire more clear data from the participants. The hotel where the research is made, Kronwell Hotel Brasov was recently opened. The opening date which was initially set during the winter holidays, was delayed because unexpected circumstances (fire in separate section of the building). In this way the time frame for gathering the primary data was short.

4. 3. Interview

4. 3. 1 Profile

The interview is a semi structured one, and the purpose of the interview was to make connection what it was found in the literature and what the researched establishment use. The full transcript of the interview will be analyzed in order to extract the relevant information regarding how the Human Resources department perceives the concept of training. The full transcript of the interview can be seen in the appendix. The outcome of the interview will be compared to the literature review and to the results of the questionnaire. The interview person was the Human Resources Manager, a full-time employee of the Kronwell Hotel. The interview has seven questions introducing a topic of discussion that will satisfy the main objectives of the paper. The interview is not restricted to its structure; additional questions were added during the interview with examples provided by the interviewee that will help the analysis. There are six questions in the interview designed for the Human Resource department. The questions are based in the Chapter 2 Literature Review, mainly on the training cycle, presented in the subchapter 2. 2 The training cycle. The order of the questions follows the questionnaire questions order, but there are from another perspective, the Human Resource Department perspective. The interview is based on objective number 3. " To examine how hospitality recruiters use training and their perceptions on the value of training.", from the Dissertation Proposal.

4. 3. 2 Analysis of the interview

The interview questions are almost the same as the questionnaire questions, but from another perspective. The responses from the questions try to reflect the Human Resources Department perception about the value of training. The results analysis process has revealed three major themes from the responses obtained from the interview: The efficiency of preparation for the training process, The methods of conducting the training, and Opinion and feedback from the respondents.

The efficiency of preparation for the training process

The first theme comprises of results obtained from the first two questions. From these the researcher gathered data about the efficiency of the preparation for the training process. Regarding the efficiency for the preparation of the training process, research shows that the materials used for the training process are chosen according to the necessity of each department. The interviewed response for the question regarding the training materials was: " It depends on the department, depends on the staff which I ask, it may be in written material, after that an individual discussion will be held, if it is top management than I prefer to use power point presentation and then go on free discussion." From the organization perspective it is vital to offer proper support during the training process. This can be seen in how they chose the training materials for the new employees, and also the job description provided.

The methods of conducting the training

The second theme consists of results obtained from the next set of questions (number 3, number 4 and number 5). From these the researcher gathered data about the methods of conducting the training process. Regarding the methods of conducting the research, data collected reveals that the methods of conducting the training are mostly on-the-job training and mentoring. These can be seen in how much time the organization preserves for the training process: " I mean according to the department we established a certain time, eg a week is the minimum, but if I notice that the person needs more support that is when I'm willing to give him the support and then it can spread even to two weeks. ... After that it will be constantly monitored and adjusted where it exceeds its limits and where they do not achieve their goals." Follow up training sessions are organized quarterly, and between this times constant support is accorded by the supervisor. Which reveals that coaching and mentoring is used almost in the same amount as on-the-job training.

Opinion and feedback from the respondent

The third theme comprises the last two questions, from which the personal opinion of the respondent is revealed. Regarding the respondent opinion of training programs, data collected shows that the most efficient and the most commonly used training method is on-the-job training. The respondent placed in order the suggested answers: " On the job training, I consider the most important, after that, team training, conference training, job rotation, mentoring and I would not place it last the role-playing." The advantages and

disadvantages of this training method was asked, the answer was: " Probably the disadvantage would be if you have a powerful man in initiation it might not reach the proposed target and objectives. The advantage is that the new employee is more open and perceives and understands the responsibilities much easier."

4. 3. 3 Summary

The researched establishment perceives the use of training as a vital element for a fruitful collaboration with the new employee. The organization gives the necessary support and offers the best for the employee in order to obtain the wanted results.

4. 4. Questionnaire

4. 4. 1 Profile

The target audience is comprised from employees hired from different departments. A total number of 50 questionnaires were distributed in person directly at the location of the hotel in paper format and online via a survey platform for the employees who could not complete the survey at the location. The total number of questionnaires returned is 50 and the response rate is 100, so the total number of usable questionnaire is 50.

4. 4. 2 The analysis of the Questionnaire

The order of the questions in the questionnaire follows the training cycle presented in Chapter 2. Literature Review, in subchapter 2. 2. 2 The training cycle. The questions are based on objective number 4, " To analyze potential hospitality employees' perception on the training procedures", from the

Dissertation Proposal. The results analysis process has revealed three major themes from the responses obtained from the questionnaire: The efficiency of preparation for the training process, The methods of conducting the training, and Opinion and feedback from the respondents. The last question from the questionnaire asks the respondents general information about them, such as: name (optional), age, gender, city/town, occupation, years of experience. This information is used as a guideline for the researcher, to form a profile for each respondent. Samples of the questionnaire answers can be seen at appendix 9.

The efficiency of preparation for the training process

The first theme comprises of results obtained from the first three questions. From these the researcher gathered data about the efficiency of the preparation for the training process. Regarding the efficiency for the preparation of the training process, research shows that the 42% percent of the respondents are pleased with how the Human Resources Department explained the process of training, as can be seen at Table 4. 1. Answer Choices Responses Percentage Very well 21 42% Fairly well 20 40% Not very well 7 14% Not at all 2 4%

Table 4. 1. Information about how pleased the employees are with the Human Resources explanation about the training process. Regarding what kinds of materials were used during the training session, the 58% of the respondents said it was Visual Aids, example Power point presentation, as can be seen at Table 4. 2. Case studies as the number percentage, 42 % were the second most used materials during the training session. This demonstrates that visual aids and case studies are the mostly

used training materials in the researched establishment. Answer

Choices	Responses	Percentage
Visual Aids (ex. Power Point Presentation)	29	58%
Case Studies	21	42%
Games (ex. Role-Play)	15	30%
Handouts	19	38%

Table 4. 2. Information about the materials used during the training session

From the total number of respondent 84% received a job description, these proves that the organization is trying to prepare the training process as best as they can. Taking in consideration that it is a newly opened hotel, they are at the starting point with the training process. They prepared the training process but because of some unexpected circumstances the training process itself was delayed.

The methods of conducting the training

The second theme consists of results obtained from the next set of questions (number 4, number 5, number 6 and number 7). From these the researcher gathered data about the methods of conducting the training process.

Regarding the methods of conducting the research data collected reveals that the training method mostly used was on-the job training, 72% of the respondent answered this option. (See table 4. 3) The Team training as the number of percentage, 48%, was the second most used training method within the researched organization. Answer

Choices	Responses	Percentage
Conference training	12	24%
On-the job training	36	72%
Lectures	8	16%
Coaching/mentoring	16	32%
Job rotation	8	16%
Role-Playing	18	36%
Team training	24	48%

Table 4. 3 Information about what training methods were used

Regarding how much time the respondents spend training for the job, 54 % responded with a moderate

amount, see Table 4. 4. Only 1 respondent did not spend time training for the job. As can be seen in the interview responses the company organizes the amount of time spent for training, according to the department, and in some cases based on the individual evolution. Answer

Choices	Responses	Percentage
A great deal	5	10%
A lot	10	20%
A moderate amount	27	54%
A little	7	14%
None at all	1	2%

Table 4. 4. The amount of time spent for training. Regarding the support and training received from the direct supervisor of the employee 44 % of the respondents perceive the effectiveness of this very effective, only 2 % of the respondent perceived not at all effective. These result shows that the coaching and mentoring offered by the supervisors are effective, and help the employee to achieve their tasks and goals within the organization. Concerning the period when the company organizes follow-up training session, 30 % of the total number of respondents answered quarterly, see Table 4. 5. Only 8% of the respondent answered never. As can be seen at the interview response, the company tries to organize follow-up training session quarterly, in some case at every six months. Because it is about a newly opened hotel, some employees did not manage to have their first follow-up training session, so this is the reason why 4 respondents answered never. Answer

Choices	Responses	Percentage
Weekly	5	10%
Twice a month	4	8%
Monthly	5	10%
Quarterly	15	30%
Every six months	9	18%
Less than every six months	9	18%
Never	4	8%

Table 4. 5 Information regarding the period when follow-up training sessions are organized Regarding the methods of conducting the research data collected reveals that the researcher organization use mostly the on-the job training, combined in some cases

with team training. The employees spend a moderate amount of time in the training program, based on the interview responses a week. The effectiveness of the supervisor support and training is very effective, this shows that coaching and mentoring is also used as a training method, but usually by the supervisor. And the company is organizing follow-up training session quarterly.

Opinion and feedback from the respondents

The third theme comprises the last three questions, from which the personal opinion and general information of the respondents are revealed. Regarding the respondents opinion of training programs, data collected shows the most efficient training method is on-the job training, 70 % of the respondents chose this answer, as can be seen in table 4. 6. According to the number of percentage coaching and mentoring with 34 % of the responses is placed second. As can be seen in the previous questions, coaching and mentoring is used in the researched establishment by the direct supervisor of the employee. Lectures received the lowest number of responses, with only 6 %.

Answer Choices	Responses	Percentage
Conference training	48	48%
On-the job training	35	70%
Lectures	3	6%
Coaching/mentoring	17	34%
Job rotation	13	26%
Role-Playing	14	28%
Team training	15	30%

Table 4. 6

Respondents opinion about which training method is the most efficient one. Regarding the respondents personal opinion about which training method is the most commonly used, on-the job training received the highest responses, 66 %, see Table 4. 7. Conference training with 44% and team training with 36 % of the total number of responses are placed second and

third. Compared with the actual training methods used in the organization, where 72 % of the respondents answered on-the job training and 48 % team training, the responses from question number 9 reflects how actually the employees are satisfied with the training methods used. Answer

Choices	Responses	Percentage
Conference training	22	44%
On-the job training	33	66%
Lectures	9	18%
Coaching/mentoring	5	10%
Job rotation	8	16%
Role-Playing	5	10%
Team training	18	36%

Table 4. 7 Respondents opinion about which training method is the most commonly used. The respondents personal opinion about the training methods, are based on their personal experience with these. The results regarding the question about which is more efficient and which is most commonly used alter, as can be seen at Table 4. 8. Answer

Choices	Most Efficient	More commonly used
Conference training	8%	44%
On-the job training	70%	66%
Lectures	6%	18%
Coaching/mentoring	34%	10%
Job rotation	26%	16%
Role-Playing	28%	10%
Team training	30%	36%

Table 4. 8. Comparison between the more efficient and more commonly used training methods, based on the respondent personal opinion. This alteration between the most efficient and the most commonly used training method can be based on the past experience of the respondent, because the researched establishment is newly opened. The results do not differ so much, at example at the on-the job training is 70 % the most efficient and 66 % the more commonly used. The biggest difference can be noticed at the conference training where it is only 8 % efficient and 44 % commonly used. This may occur because it can be confused with the team training.

General Information

The last question of the survey asked the respondent general demographic information, in order to create a profile of the respondents. The researcher considers that demographic information does not affect the results of this research, and do not consist an important research point. As can be seen in table 4. 9, the majority of respondents are aged between 20 and 24. From the total number of respondents, 50, only 41 answered at the age section. As can be seen in table 4. 10 the majority of respondents are working in the guest relations department, a total number of 10 persons. From the managerial position 8 employees completed the questionnaire. From the total number of respondents, only 38 answered to this question. Age range

Age range	Number	Percentage
Between 20-24	25	50%
Between 25-27	6	12%
Between 29-33	7	14%
Between 44-49	3	6%
Total number	41	82%

Table 4. 9 Age of respondents

Department	Number	Percentage
Housekeeping	8	16%
Economic	4	8%
Managers	8	16%
Receptie	4	8%
Guest Relations	10	20%
Food and beverage	4	8%
Total number	38	76%

4. 10. Occupation of the respondents

4. 4. 3 Summary

The results of the questionnaire show that the employees receive the necessary support from the organization and they understand the purpose of the training process. They know the training methods and their personal opinion are based on their past experience with these. The table with the final results of the questionnaire can be found at appendix 10.

4. 5 Summary

This chapter has analyzed the data collected through the quantitative and qualitative research. The questions from the interview and the questionnaire were divided in three major parts: The efficiency of preparation for the training process, The methods of conducting the training, Opinion and feedback from the respondents. By dividing the collected data into the three parts it was easier for the researcher to analyze and to compare data. Several key factors were taken into consideration when analyzing responses: How the employees perceive the efficiency of preparation for the training process, How the organization perceive this preparation, and according to what they chose the training materials, How vital is the job description and how many employees receive one, What kind of training material were used and how much time was spend on training, How effective is the training received from the direct supervisor of the employees, and how the organization perceive this kind of training, How often the company organize follow-up training session, The personal opinion of the respondents about the training methods, which is most efficient and which is the most commonly used, and a comparison of them, General information about the respondents, age and occupation. This chapter has achieved objective number 3. To examine how hospitality recruiters use training and their perceptions on the value of training, and number 4. To analyze potential hospitality employees' perception on the training procedures. In the next chapter, the literature review will be compared with the analyzed data, and according to this conclusions, recommendation and reflections will be draw.