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The effectiveness of staff training practices in the hotel industry.

Tsiopanis Andreas

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ECONOMICS**

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Student Name: Tsiopanis Andreas

SID: 1109180014

Supervisor:

Prof. Giannikis Stefanos

I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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Abstract

This dissertation was written as part of the MSc in Hospitality and Tourism Management at the International Hellenic University. The aim of this dissertation is to examine the significance of staff training actions in the hospitality sector and how these training practices effective and beneficial will be when they are applied in practice. Not only the adjustment of these practices is imperative but also it is important that hotel managers and hotel owners recognize how necessary as well as salutary these practices for organization's productivity are. A business so as to become more competitive and distinct in the highly competitive environment in which operates today, is needed to hire a special and skillful workforce. Training is an indispensable tool which should be formulated and implemented within hotel firms. Quality, productivity and the overall business performance depends directly on human resource which can be managed through training. Success or failure of modern hotels depends on the quality of their personnel. On that occasion, a proper trained human being can lead to the successfulness of a hotel firm. One of the main problems in the hospitality industry is the lack of training. Denying or even neglecting taking advantage of the personnel's capabilities, potentials and skills as well as the non-cultivation of their performance, productiveness and professionalism, in essence, means that the future outcomes will not be the expected. The more the staff is trained and updated at intervals the better the results will be.

Keywords: training, service quality, productivity, performance, employees

Tsiopanis Andreas
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CHAPTER 1: Introduction

Research has shown that the fundamental concern of the management is human beings. Employees in every company are the most valuable asset as they can contribute to the promised and expected service quality to the customers, can cause success or on the contrary they are capable of damaging the overall illustration of a corporation. On that matter, they can potentially become a very useful tool to the enterprise because of the fact that they can affect profitability but on the other hand they can bring the corporation under disaster. As a consequence, taking care of the workforce will certainly be undoubtedly fruitful for the business. Looking after the personnel meant that the business takes care of itself. Adversely, neglecting them could possibly have negative aspects upon its general function and as a consequence could also probably convey negative impact on clients.

This dissertation aims to gain an insight into training contribution to positive effects on hotels', employees' and guests' point of view. According to this, the hypothesis is whether staff training practices in the hotel industry effective or not are, considering hotels, employees and clients perspective. The importance of this dissertation lies in giving a little stone to my colleagues, fellow students and importantly the administration of the five-star hotel I am working for, to deeply understand and perceive the importance of staff training practices and its beneficial outcomes. With the completion of this project many hotel managers and possibly hotel owners is likely to be interested in the information given. Also this research could help in the future many postgraduate students or bachelor ones who want to engage with the Human Resource Department to acquire the respective briefing and specifically to get the relevant feedback of the advantages of training practices in the hotel sector.

There are several benefits associated with training in correlation with hotels', personnel's and customers' perspective. Any hotel business should take into consideration that the training and development of their personnel may lead to the increment of their performance, satisfaction, skills and knowledge as well as their productivity, behavior and attitude. Consequently, the previous process can lead to the enhancement of company's productivity, profitability and general image. Finally,

having a proper-trained staff has a positive effect on customers' perception towards the hotel business, clients' expectations as well as retention. Generally speaking, training also has a positive impact on the service point of view. The level of the service delivered by the employees can make the difference concerning business differentiation against competitors. Moreover, customer loyalty is driven by the relationship among the strength of the front line staff caused by training. Receiving the suitable training, personnel can accomplish their duties at their maximum ability.

Unfortunately, many organizations all over the world and especially in the country of Greece, do not put so much effort into applying an effective training program because of lack of willingness to make an investment in these programs and denying perceiving that training their staff could be an investment with regard to their future aspirations and goals. A poor or even inadequate training of staff means scarcity of employees' motivation, satisfaction, performance and commitment to the organization. Businesses in order to meet the eventual challenges and to achieve the expected objectives and goals ought to take into account that training is a necessary contrivance. Without employees' existence and their provided services as well as barren of their specialized skills and knowledge, the achievement of company's future outcomes is impossible.

The dissertation is divided into six main chapters. The first chapter is the thesis of introduction part of the issue. The second chapter is the analysis of the literature review which represents and analyzes the definition of training and training methods, the process and the benefits of training in the hospitality area as well as what the negative consequences of an untrained employees are. The third part is the methodology which explains how the dissertation project was formed. The next chapter refers to the analysis of the data collected. The fifth one is mentioned to the discussion of the findings and describes the numerical values from the answers given of the questionnaire and the last one refers to the conclusion, the limitations and the personal recommendations were assigned of the study.

CHAPTER 2: Literature review

2.1 Definition of training

Training is one of the most serious and essential part regarding the human management in the hotel industry. It is the process of acquiring the new or current employees the necessary skills, approaches, behavior and knowledge helping them to perform their jobs in a satisfactory manner. On top of that, training correlates with the job satisfaction which means that employees are equipped with the necessary tools and knowledge in order to perform their job efficiently. Training enables the staff with increased competence and confidence, to achieve organization's goals. Staff training also motivates and inspires workers by providing employees all needed information in work as well as helps them to recognize how important their jobs are (Yafang Wang, 2008).

Garry Dessler (2011) pointed out that «*training is a hallmark of good management and a task that managers ignore at their peril*». Hotel companies whether they have a high potential employee or not, this does not necessarily lead to the success of the hotel operation. Providing the adequate training, employees get to know about the company's goals and objectives as well as the company reduce its risks. In other words, employees must know what the hotel wants them to do and how precisely to do it. In the hospitality sector the workforce should be trained in a right way so as to deliver high quality services standards. Therefore, the importance of training lies in applying the day-to-day activities in order the company to gain a competitive advantage in the industry. Moreover, training could be an investment for hotel companies regarding their prosperity as well as has to do with the enhancement of the efficiency, productivity and effectiveness of the workforce.

According to John Talbot (2011), the key requirements for trainers in the immediate future will be the ability to use their educational skills to influence fundamentally the development of learning within industry in both the long and short term. Training should also consciously try to help individuals to extend their competencies to reach the limits of their capabilities and realistic aspirations (Boella et. al., 2005).

2.2 Training methods

Basically there are two mainly training methods that are used in the international industry. The first one is on-the job training and the other off-the-job training. Figure 1 represents the process of all the above mentioned.

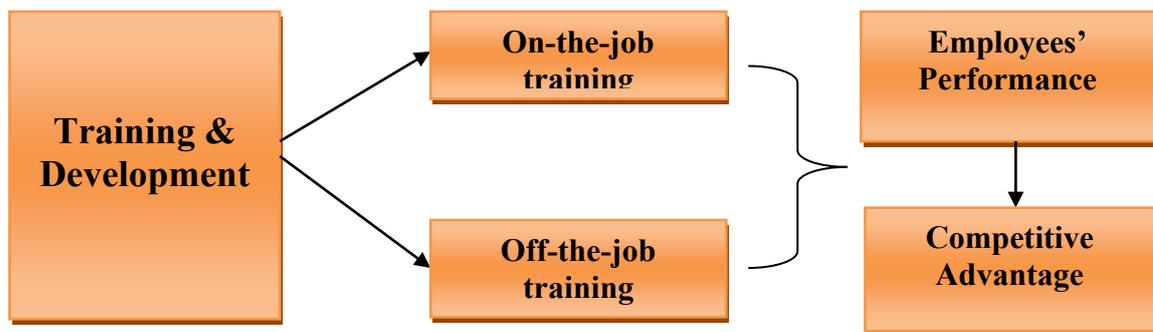


Figure 1: Falola et. al., Economic Sciences, effectiveness of Training and Development on Employees' Vol. 7 (56) No. 1 - 2014

2.2.1 On-the-job training

On-the-Job training means having a person learn the job actually doing it (Dessler, 2011). Actually on-the-Job training refers mainly to a new workforce or staff that has never had a previous working experience. In the hospitality sector most of the employees are constantly working and interacting face to face with customers. At this point, they need to be trained inside their working place, enhancing their social skills. Not only could on-the-Job training be useful for the new staff, but it could also be useful for upgrading the skills of experienced employees especially when new technology systems come to the fore. The new or inexperienced workforce has the opportunity to learn by observing during job peers or managers performing the job trying to imitate their behavior. On-the-Job training methods are job rotation, coaching, action learning.

2.2.1.1 Job rotation

Many hospitality companies are using job rotation to their personnel as a method to motivate and increase their skills. This type of method means that the employee must move from department to department in order to broaden his knowledge of the

corporation. The premise of job rotation is that workers rotate from job to job in a given time period (Davis et. al. 2007). In essence, the trainee is working for several months in each department to gain deep and overall experience as well as it would help him to be afterwards a hotel manager. According to Farrant (1987) and Cheraskin and Campion (1996), the benefits from job rotation are morale building, productivity improvement, improved worker retention, opportunity for training, and ability to enhance career development. Table 1 presents the basic principles of on-the-job training.

Figure 2: Principles of On-the-Job Training

<p>Preparing for instruction</p> <ol style="list-style-type: none">1. Break down the job into important steps2. Prepare the necessary equipment, materials and supplies3. Decide how much time you will devote to on the job training and when you expect the employees to be competent in skill areas <p>Actual Instruction</p> <ol style="list-style-type: none">1. Tell the trainees the objective of the task and ask them to watch you demonstrate it.2. Show the trainees how to do it without saying anything3. Explain the key points or behaviors4. Show the trainees how to do it again5. Have the trainees do one entire task and praise them for correct reproduction6. If mistakes are made, have the trainees practice until accurate reproduction is achieved7. Have the trainees do one or more single parts of the task and praise them for correct reproduction8. Praise the trainees for their success in learning the task.
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W.J. Rothwell & H.C. Kazanas p. 53-55 (1990) and Decker & B. R. Nathan (1985).

2.2.1.2 Coaching

Coaching is the process of engaging not only with the employees, but also with the company's point of view. Coaching has to do with improving in a better way the corporation's performance among managerial and supervisor levels. Managers are expected to be skilled at coaching their staff to enhance employee engagement, wellbeing and performance and to facilitate organisational and personal change (Chartered Institute of Personnel Development, 2004 & Grant, 2007). Coaching also is mainly correlated with the customers and intrinsic motivation regarding the sort of job

values. Furthermore, coaching gives the opportunity to staff to increase their skills, knowledge and performance and to deeply learn how to interact in a better way with the customers. The trainee works face-to-face with the trainer-coacher with the purpose of meeting the trainees' needs, to set and achieve future long term goals, to create and accomplish an action plan. Also, coaching is very beneficial for the workers on account of the fact that on that method trainer can find the difficulties and deficiencies of the trainee. In addition, coaching enhance managerial, communication and social skills.

2.2.1.3 Action learning

According to Peter Cusins (1995), «*action learning is a syndrome of four main activities which, when performed effectively, enhance and expand each other to create a context for creative decision making in uncertain situations, resulting in the learner feeling more confident of an effective outcome*». The major elements of action learning are experiential learning, creative problem solving, acquisition of relevant knowledge, co-learner group support (Cusins, 1995). By implementing all the above characteristics, workers are less anxious about a rare situation and thus they are becoming more self-confident for decision making process increasing at the same time their effectiveness. The personnel engages with a real problem or task, implies a fixed group or learning set of members who engage in reflective inquiry and have a commitment to learning (Byrne et. al., 2016). On that occasion, the possibility of problem solving resolving challenges increases rapidly.

2.2.2 Off-the-job training

Off-the-job training is usually designed to be taken place outside of the enterprise. It focuses on transferring the learning only to a group point of view rather than an individual one. The most common off-the-job training methods are case study, games, role plays and behavior modeling.

2.2.2.1 Case study

Case study is a written description of a company's problem in order to diagnose and solve. In essence, employees should use their skills and knowledge to handle a difficult situation. Moreover, trainees must find and analyze what the problem is and afterwards must discuss their ideas and solutions with the other trainees. They must cite and indicate appropriate actions and thoughts of what might have been done differently. Learners must be willing and able to analyze the case and then communicate and defend their positions (Noe, 2010). In essence, they cultivate their critical and analytical thinking as well as evaluate a critical situation. Case studies can also help trainees develop the willingness to take risks given uncertain outcomes, based on their analysis of the situation (Noe, 2010).

According to J. Alden and J.K. Kirkhorn (1996), the process for case development is:

1. Identify a story
2. Gather information
3. Prepare a story outline
4. Decide on administrative issues
5. Prepare case studies

2.2.2.2 Games

Many organizations are using this type of method with the purpose of enhancing management skills development. Trainees are divided into groups each of which competes with the others. Learners might gather and analyze information and also they can make decisions on a managerial level. Trainees are mimicking alternative attitudes, behaviors and actions; however they cannot predict what the consequences of their behaviors and actions will be. This method helps them to increase their problem-solving skills and to pay attention on planning.

2.2.2.3 Role Playing

The aim of role playing is the trainees to play a specific role in a realistic condition. It is given to the trainees, for instance, work or interpersonal interactions. Trainees are submitted to play a role so as to be seen their physical and personal reactions. Actually

their reactions may result in specific outcomes. Outcomes depend on the emotional and subjective reactions of the other trainees (Noe, 2010). They learn how to behave in a very polite way to encourage customers to return in the hotel as well as to suggest the hotel to their close people.

2.2.2.4 Behaviour modelling

Behavior modeling is a training method which provides certain behaviors and accords trainees with the chance to exercise those behaviors. Trainees are learning by observing and using model behaviors enhancing, on that matter, their social and interpersonal skills. It is also worth pointing out that behavior modeling indicates learners the right way to do something, letting them to practice and giving them the relevant information regarding their performance. A search of the literature revealed that this type of training is suitable for improving interpersonal skills (Meyer & Raich, 1983, Goldstein & Sorcher, 1974) and the effectiveness of the performance. Basically, the trainees behaviorally learn how to interact in the right way with the customers.

2.3 The training process

Training process is the process of appreciation of the training types a hotel needs, the appraisal of the training method has been used so far, the execution of the sort of training and then the planning of the training. The training process is mainly divided into four major steps:

2.3.1 Assessing the training needs

Training needs analysis is the first stage in the training process and is very important tool to cover any gaps have occurred as well as to solve any kind of problems. It refers to the improvement of workers' performance and behaviour. Specifically, helps employees who are lacking skills, knowledge and abilities that are necessary for the organization. Conducting the training needs analysis is necessary for catching out which sort of training is more beneficial, effective and efficient to the employees working in hotels. It also helps in the evolvement of the organization to succeed the expected future goals. It is described as rational process by which an organization determines how to develop or acquire the human skills it needs in order to achieve its business objectives

(Ferdinand, 1988). Any imperfections and mistakes at any level of the employees can be covered by evaluating the training needs.

2.3.2 Planning the training

After the evaluation of the training needs, planning the training is the next step. It is defined as a litigation of the overall training strategy that hotels want to follow. It is the general planning and preparation of the corporations' goals and objectives, the training method, the selection of trainees, the length of time and the training structure.

2.3.3 Carrying out the training

After successfully arranging the training, this step characterizes the execution and application of the training program. In this situation, the counsellor ought to be well-prepared and the trainee should participate in an effective manner. At this stage it is controlled the progress of the learners.

2.3.4 Evaluating the training

Evaluation is the ending stage of a training cycle but at the same time it is the basis for the new training cycle (Woods, 2006 & Nickson, 2007). Obviously there is a big possibility for change, adjustment and organizing in future training. In figure 3 is depicted all the above procedure:



Figure 3: Training Cycle (Stredwick, 2002, based on Dr. Ahmad AL Zein & Ola Homaidan Nouredine, 2019).

2.4 Benefits of staff training in the hotel industry

Training in hospitality sector is an enormous investment in the future not only from the side of employees but also from hotel's prosperity. Many hotels worldwide rely on human resource management department and its preparation of the staff. In essence, hotels' image and existence is based on staff qualities and its capabilities in order to reach the top and to meet the expected goals and objectives. It is the important way of stimulating staffs and expanding efficiency in the business (McClelland, 2002). It is essential that employees work in a hotel company for a long period of time with the purpose of gaining long-term efficiency, productivity and effectiveness. The hospitality industry itself, with many employers throughout the different sectors, has an enormous

responsibility and challenge in ensuring that its vast workforce, much of which is young people, is trained to the correct level in order to deliver high quality products and high quality service standards (Nickson, 2007). High quality service is caused by an effective and efficient employees' training. Training acts as a strategic tool to implement the differentiation strategy by creating a team of high quality staff to provide an exceptional level of service and to meet the guests' expectations (Decenzo & Robbins, 2007). Moreover, training in hospitality industry is of major importance for the proliferation of commitment, engagement, motivation and efficiency of the workforce and thus for detract of labor turnover. It is also worth pointing out, that an effective training in hospitality and tourism industry has a foreclosure between the company and its staff. On top of that, staffs' loyalty and trustfulness rises rapidly. To add up, training in hotels may lead to retain and loyal customers and thus increases their satisfaction and fulfillments of their needs. However, there is an extremely large number particularly of small or even private own hotels that they partial or even not at all implement a training program. The reasons vary greatly. One major factor is that hotels cannot afford the training programs. Another is the insignificance of training that many tourism entrepreneurs consider or even believe that is a lack of time and money. Furthermore, there is confusion into how and which training method a hotel should choose. Unfortunately, many hotel owners as well as managers cannot apprehend the importance of this tactic and its benefits will have in the hotel in the long run.

2.4.1 Benefits for the employees

As regards the employees, an effective training system is certainly beneficial for them as well as the management quality. Literature review has shown that an effective training to the employees will lead to the enhancement of worker's morale, productivity, satisfaction and also retention. Except of that, training has shown that have positive consequences on teamwork and the improvement of employee's attitudes and self-awareness. It also helps worker's to eliminate their anxiety and frustration concerning their deficiency of skills or even situations which in another case they could not be able to handle. Donovan et al (2001) mentioned that employees are more active and quick in responding and accepting changes, built their inner confidence stronger and develop understanding to the supportive to their peers, once they participate in different type of training programs. Employees are benefited by advancing their social

skills and gaining deep knowledge of specific parts. Training is considered one of the most important strategies to help managers gain proper knowledge and skills needed to meet potential challenges (Tannenbaum & Yukl, 1992, Mathieu & Martineau, 1993). Moreover the staff can tackle with difficult situations more effectively because of the fact that they follow a common line. Patrick (2006) reported that there is a strong correlation between training and diverse results of an organization, such as job satisfaction and organizational commitments. Over and above, length of employment is also connected with training. Motivation of the workers should not be excluded on that matter. It gives them the incentives to do their best for the enterprise.

2.4.2 Benefits for the hotel

As we all know hotels worldwide are providing services if not products. They are service organizations who try as much as possible to provide better services to their customers. According to this conception, training plays a significant role to the incensement of the hotels' growth and evolvement. Not only growth and evolvement but also productivity on account of the fact that training has a positive impact on services provided hence better quality services provided from the training means that hotel's productivity is increased. If we provide more services or better quality services the productivity has increased (Bernolak, 1997). Training also can be fruitful for the hospitality industry in terms of cost reduction. If the staff is well trained, this means that they are know much better in relation to an untrained staff, thus hotels avoid any mistakes and deficiencies that could cost money and time to the enterprise. On top of that, hotels improve their profit margins by reducing their costs and expenses. Consequently, we could say that training can lead to the extinction of all kinds of wastes and unnecessary outgoings. It is proved that training has a serious influence on the immersion of company's quality and quantity, profitability, stability and reduction of risk. Training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organizational growth (Adeniyi, 1995). It optimizes the hotel brand image and the competitive advantage against competitors. Training practices used by organizations may have an effect, direct or indirect on both employees' motivation and organizational commitment (Meyer and Allen, 1990). In addition, the productivity, survival and growth of the hotel

are definitely influenced by a proper provision of training. Last but not least, training can also be helpful for the preservation of the company's core competencies.

2.4.3 Benefits for the customers

The level of the service and how the service is delivered from the front-line staff plays an important role from the customer point of view. Customers see the organization itself receiving the service from the employees. Research has shown that appropriate staff-training practices has a positive contribution to customers overall satisfaction and customers loyalty. The strength of the customer-front-line employee relationship is often an important driver of customer loyalty (Bove and Johnson, 2001; Castro et al., 2004). It is necessary that the front line employees know and administer customer complaints, how to interact with them and how to say the same things likewise their colleagues. A good well-trained front line staff raises the quality of the firm and thus the quality of customer service. Service recovery is another thing to be considered. Service recovery is successfully fulfilled by empowering the workers to make suitable decisions on customer delivery and right actions taken. To add up, customers' perceptions and whether the brand promised service is delivered to the customers' mind in the recommended way or not is correlated on the front-line staff service provided. If clients delivered a warmth and friendliness atmosphere, this heightens validity and reliance in their concerns. Further, the service quality depends heavily on the effectiveness with which the front-line employees deal with customers (Sheng and Lin 2004). Customers become more satisfied when they acquire high service quality which in turns accrues from a well-trained people. Baum (2002) also referred that customer service levels and perceptions of service quality are raised significantly where there are trained and skilled employees. This means that, if the intangible service goes beyond their anticipations, clients are more satisfied.

2.5 Lack of training

Lack of training or even a reduced training in the hotel industry may have negative impacts on the company's, employee's and guest's side. An insufficient or non-using training program affects staff and companies as time goes by. On the staff point of view, employee turnover is a crucial problem. Turnover of the staff means that the service

quality and the total productivity are cut-rated. A non-providing or a limited training program causes service failure and ineffectiveness service recovery. Job satisfaction is also eliminated because employees do not feel productive to offer their services in an effective manner because of the fact that they do not possess the necessary knowledge and skills. In this case, they are not able to perform in a certain manner since they do not follow the same line and a same way of dealing problems. To add up, the relationship deteriorates between personnel and company with the passage of time which states business unreliability and unwillingness of concern its staff. Another thing to be taken into consideration is managers' morale. By providing training and development, the hotels' employee morale, productivity and satisfaction improved, which in turn can improve managers' morale (Chow, et. al., 2007). Also there is a big possibility that a manager to quit his job because of training scarcity. Longenecker and Fink (2014) pointed out that talented managers are more likely to leave an organization if training and development opportunities for growth are lacking. Lack of skills is another significant issue to be considered. In order hotels to be more competitive and to differentiate against their competitors, it is essential that the staff be trained and skilled. Gap of training and development program threatens both competitiveness and productivity of the firm in the market place which in turn causes loses on their profits. Moreover, the main goal of hotels is the satisfaction of their clients and the potential to become loyal customers. If a customer is satisfied with the overall image of the company and the service, they spread a positive word-of-mouth in their relatives and friends. If the service of the personnel does not meet their expectations because they are untrained and unskilled, they do not return again as well as there is a big possibility to transfer negative comments on electronic sites.

CHAPTER 3: Methodology

A survey was designed with the purpose of finding and proving how important, effective and essential training and development in the hospitality industry is. In this survey a combination of secondary research and quantitative method were used. Training effectiveness analysis was made on an individual level with the creation of a questionnaire. The limitations of the chosen method are the fact that the interview method was not selected because of the Coronavirus pandemic period and face to face interactions were severely restricted by the law. Not only the personal interplays but also the total sample of the personnel was imposed too huge to be approached. Generally speaking, a big amount of people who work in the hospitality area was essential for gathering their personal opinions and experiences. All the people who participate in this research were from all walks of staff ranging from the lower layers, up to the manager level. The research questions of the study are:

- Are staff training practises effective in the hospitality sector?
- Is training an important tool for the overall performance of personnel?
- Can staff training lead to the future outcomes hotels are expected?
- Is training a significant factor for fulfilling customer's overall needs and wants?

3.1 Secondary research

This dissertation first of all was made by making a secondary research. Secondary research consists of feedback and any other information gathered other scientists and archived in some form. In this research literature review was conducted and with the combination of academic magazines, articles, journals as well as academic books, both electronically and in handwritten form, is tried to be created a deep understanding into how useful training is at any cost. These academic articles were found in Google Scholar search engine as well as from Emerald inside, Science direct, Research gate, Academia.edu, Springer.com, Tandfonline.com etc. Literature review was used for gathering, collecting and interpreting the relevant feedback about training in the hotel corporations. A combination of academic articles was used to make clear the effectiveness and efficiency of training staff. Also handwritten and electronic books were also of important to understand what other academics and experts formulated concerning this issue.

In this dissertation the importance of training and development was analysed into 3 main parts. The first part has to do with the positive effects on staff, the second one with the hotel themselves and the last one with the customer's perspective. The dissertation aims to explore the significance of training by examining the personal opinions, experience, behaviour and attitudes and also the perceptions of the staff about training. It is also worth pointing out that, in this research was examined hotel's point of view in terms of their overall inside operations and outside comprehensive picture. As regards customer's believes it was analysed how an effective and efficient trained staff can contribute to their positive aspects, perceptions and exceeding their expectations.

3.2 Questionnaire development

The quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers (Raja Salah, 2016). Quantitative method gives the chance to interact and collecting the data directly from the participants so as to comprehend a situation from their perspectives. With the utility of the questionnaires was made explicit the useful concernment of training in hospitality personnel in terms of their performance and productivity in correlation to the enhancement of hotel's image and profitability and also the customer's satisfaction and perceptions. With the help of quantitative research method, it is easy to have a clear and scientific view on the opinions (Chen, 2010). Moreover, it is not possible to interview every employee individually (Chen, 2010).

In order to extend and analyze this dissertation, one questionnaire was prepared. It is also worth noting that literature review led to the development of the questionnaire and a huge correlation of the information gathered from the literature coincides with the interrogatory. The questionnaire was distributed in independent, dependent and franchised hotel companies and was sent by digital form. The sample group of this study was only employees who work in hotels and the questionnaire was mention in the effectiveness of staff training practises in the hotel industry. Actually, the questionnaire was created by Google Forms and it was sent via-email in 67 five-star, four-star and three-star hotels in the area of Thessaloniki and in the area of Athens at the beginning of September 2020. From two to four weeks' time response was given to the hotel's

employees to answer the questions. The total number of answers is 111. The questionnaire consists of 25 multiple choice boxes, 2 linear scales and 1 checkbox. Actually the questionnaire was separated into 4 parts. The first section consists of 8 multiple choice questions and refers to the demographic elements of the personnel, their position to the enterprise and they were asked whether they have ever been trained in a hotel or not. The second one has to do with their opinion whether training in hospitality significant or not is. In this part 2 linear scales were used ranging from 1 until 5. Number one defines “not important” answer up to number five which indicates “extremely important”. Moreover, 6 multiple choice boxes were used and they were separated into five choices, (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree answers. The third one has to do with the training effectiveness in relation to hotels. In this segment 4 multiple choices (strongly disagree up to strongly agree) were utilized and 1 checkbox with five different possible answers. The last part analyzes what their conceptions from the guest’s point of view. 6 multiple choices were exerted.

CHAPTER 4: Data analysis

The data will be analysed using descriptive analysis. A secondary research has been conducted with the purpose of creating the questions of the questionnaire. All the data collected will prove the hypothesis of the dissertation. The questions were designed only for people who have experience in hospitality industry so as to make the results more reliable. This questionnaire gave statistical analysis with numerical values to measure the significance of training according to hotel's personnel thoughts and believes. The results will be presented by the use of figures.

CHAPTER 5: Discussion of results

The questionnaire was separated into four main parts. The first part consists of the demographics of the respondents who took part in the questionnaire such as gender, age, education level, working experience and whether they have ever been participated in a training program or not. The second part analyses the effectiveness of training according to employee's perceptions, thoughts, beliefs and attitudes towards this issue. The third part is mentioned the significance of training in relation to hotels and what about staff's personal opinions as regards training and its impact on hotel's operations, productivity, prosperity and overall image. And the last one refers to the effectiveness of training in correlation with customers and how training can cause an effect on their expectations, anticipations, satisfaction and perception towards hotel image.

5.1 Employees' background information

5.1.1 Demographics

Gender of the respondents

As we can see in the below diagram most of the respondents were women with the percentage of almost 65% and men were 35%. The difference of the gender is that women were more willing to answer the questionnaire as well as the number of women instead of men that work in the hospitality industry vary a lot.

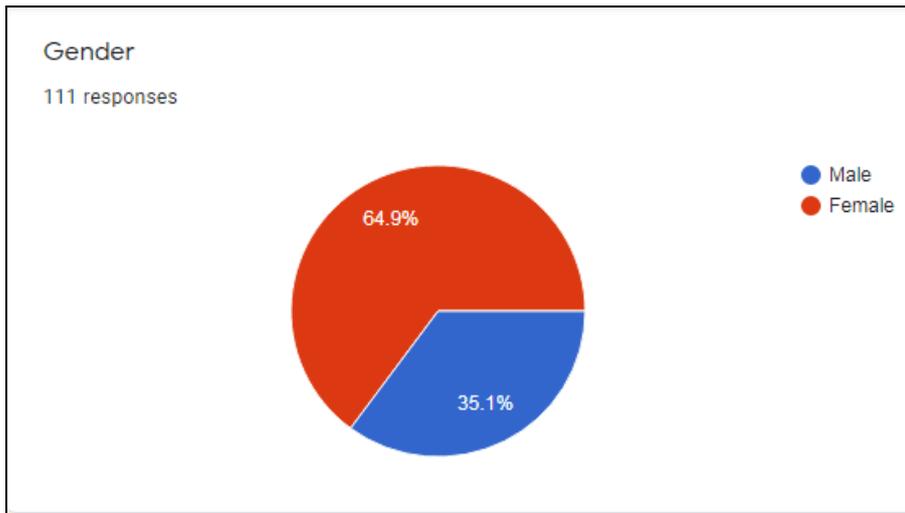


Figure 4: Gender

Age of respondents

It is proved that in the hotels the questionnaire was sent, the age of the target group were almost young employees. This means that people from 26 to 35 age were chosen most in the industry which means that the sample data was more reliable with the results. These ranges of age are more compatible with the training and development process as well as are the age of productivity and creativity. The age from 36 to 45 has a significant contribution to the statistics as it reaches the percentage of 23.4% and less the age of 45+ which is up to 12.6% of the hotel staff.

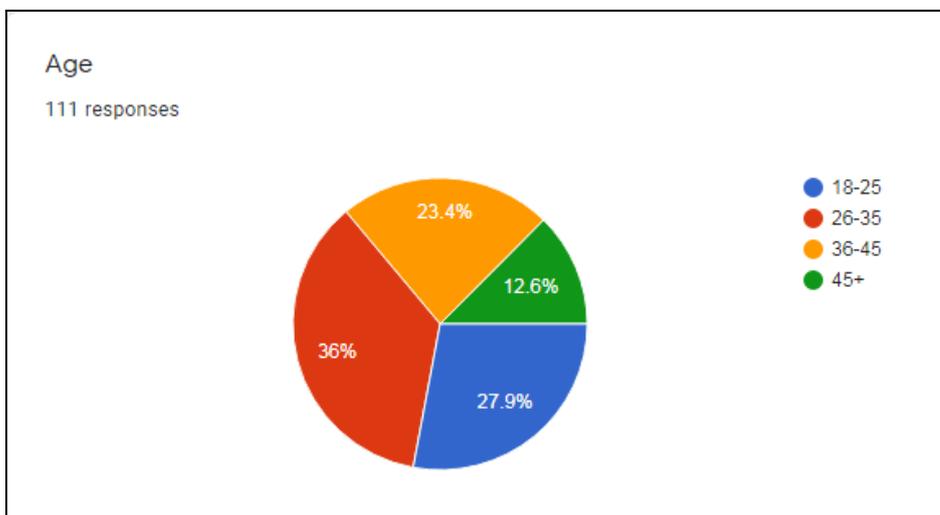


Figure 5: Age

Level of education

In figure 6 we can distinguish that most of the personnel has a master degree which in turns indicates the importance of their contribution to the expected outcomes. The

percentage of them lies in 40% of the sample. The 33% of the staff are undergraduate students and the 25% has not at their disposal any degree. Only 1% has a PhD diploma. We could say that almost the 73% of the sample is educated people.

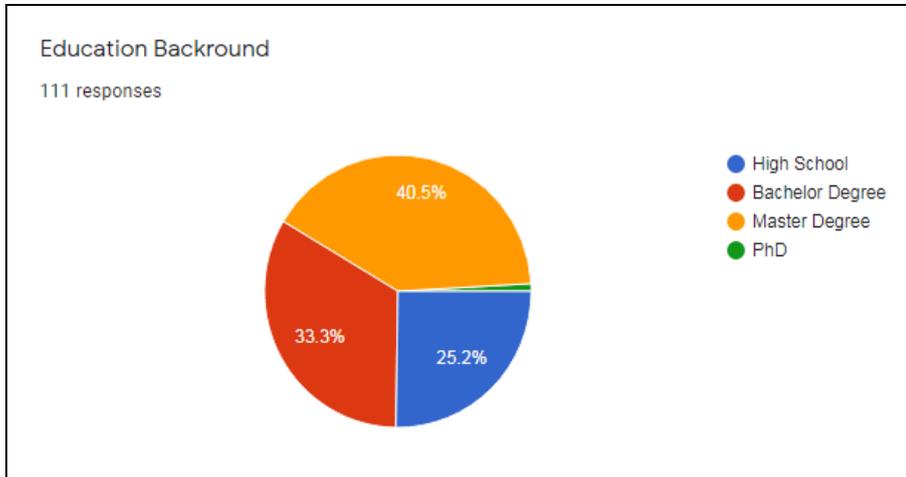


Figure 6: Education background

Working experience

The purpose of this question is to find out employees' years of working experience in the hotel industry to investigate the needs of training according to their working experience. This section was separated into four categories and less than half of the employees have more than ten years of experience in hotels. 27% of them are up to 5 years. 19.8% instead have 0 until 2 years which indicates that they are unexperienced and also on that matter training is essential to fulfil their gaps.

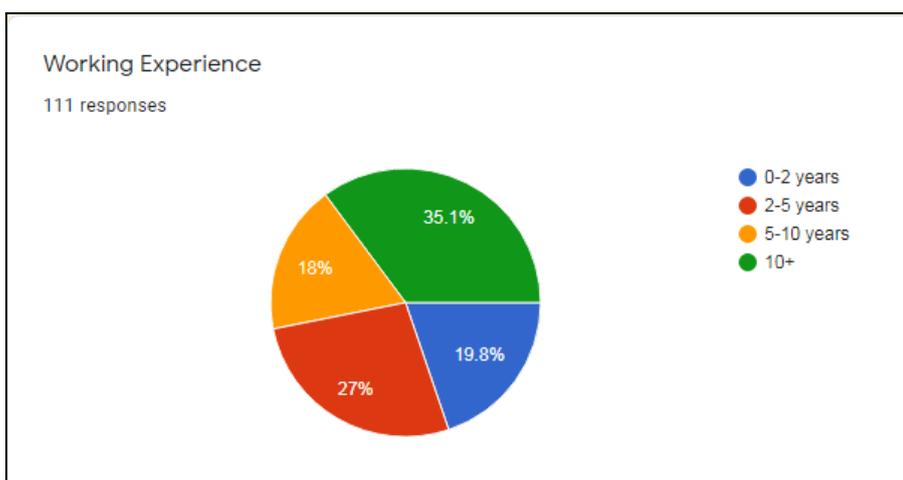


Figure 7: Working experience

Position

The scope of this question is to investigate the job position of the staff in the hotel industry. As we can notice in the figure 8, more than 70% of the existed workforce is simple employees such as receptionists, waiters, bartenders, maids, sales department employees, accounting department, banquet department and maintenance. The other 19.8% depicts the executive managers like housekeeping managers, front office managers, sales and banquet managers as well as maintenance manager. No more than 1.8% are HR managers and the last 5.4% refers to general managers.

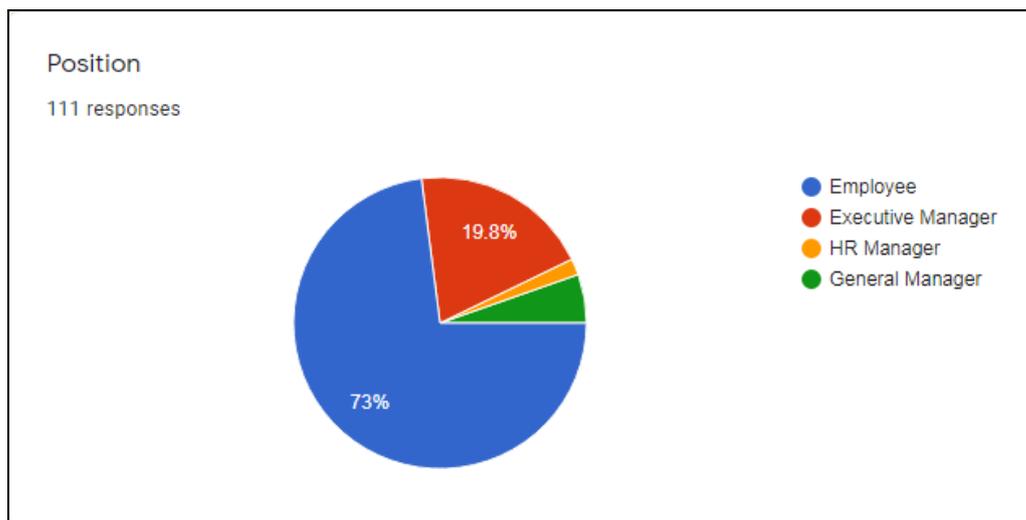


Figure 8: Position

Percentage of people who take part in training at the beginning of work

With this question we can conclude that approximately half of the staff has made training before the beginning of work. Only the 55% of the staff did in comparison with the 45% that did not. This is very important issue because training before starting work plays a significant role for enhancing personnel's knowledge regarding introduction of the corporation, customer service, general guides etc. People who haven't made training before starting, this gap may lead to service failure and ineffectiveness service recovery. Also employees might not feel productive to offer their services in effective manner and they might not be able to handle problems because they lack knowledge and specific skills. In this situation, an inadequate training result in weak service, the workers cannot compromise to the working environment very quick, they would not avoid any obstacles and accidents.

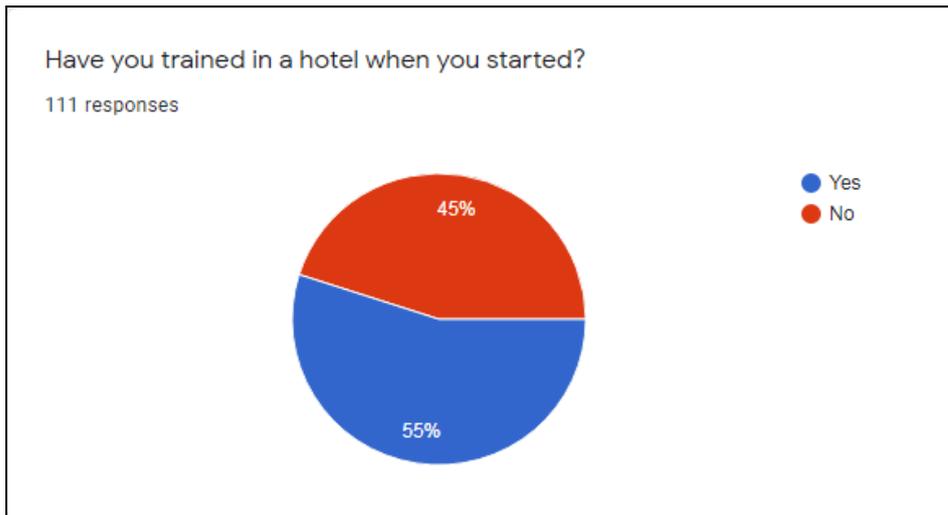


Figure 9: Number of trained and untrained people

Period of training time

63 out of 111 respondents have made training before starting. The duration of training program varies a lot. Almost 35% have made training more than one month, 30% only one week, 19% of them one month and 16% more than one week. All of the above percentages indicates that small percentage of trainees have made more than one month. The more the duration of training longer is the better the results will be.

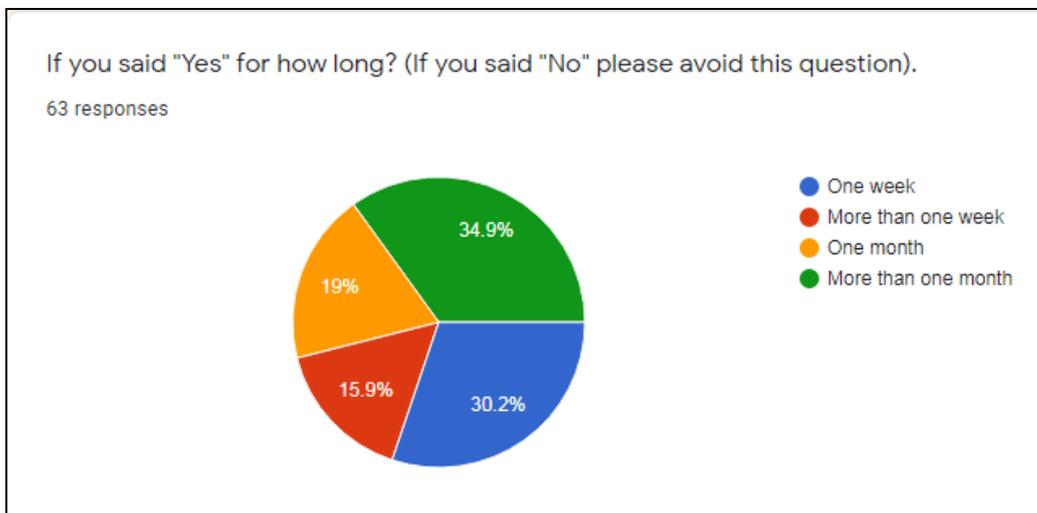


Figure 10: Training time

Type of training

The question aims to come up with the sort of training staff has made up until now. According to figure 11, it is obvious that 88.7% of the trainees have participated in “on-the-job training” and the other 11.3% have taken part in “off-the-job training” type. It is proved that most of the people who participate in on-the-job training style, reach almost 90% of them which is concluded that they have trained inside their working place and in turn is very useful for upgrading their personal skills. The others have taken part in training method outside of the enterprise.

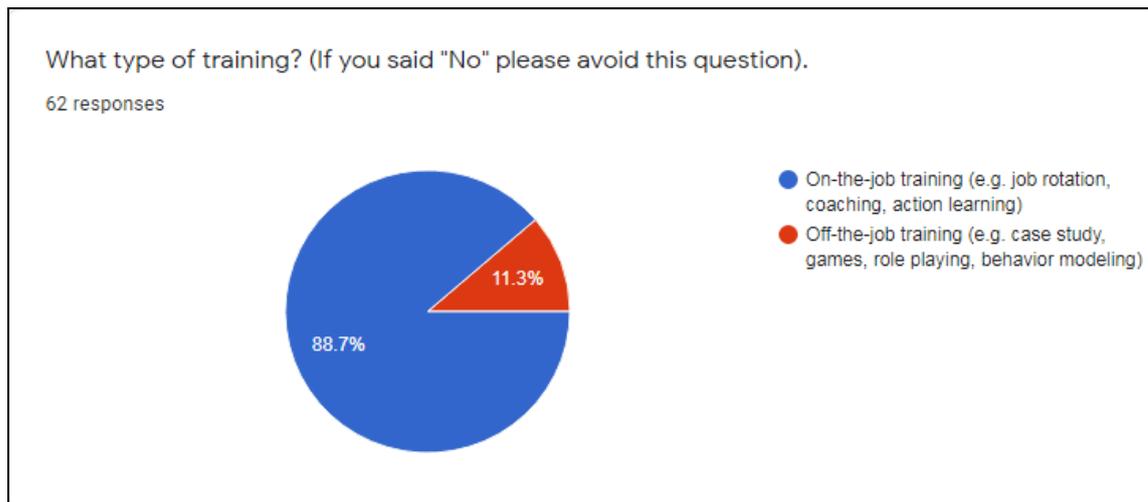


Figure 11: Type of training

5.1.2 Training effectiveness in relation to employees

Importance of training

This question aims to analyze whether training program an important management from the side of employees is or not. Actually, to a certain degree the answers indicate worker’s believes about the existence of training as well as their perceptions for them into what training means in their minds. According to literature review, an effective training system is beneficial for workers as well as the management quality. Furthermore, training is the process of acquiring the new or current employees the necessary skills, approaches, behavior and knowledge helping them to perform their jobs in a satisfactory way. A well-trained staff can contribute to the incensement of a perfect management quality level. According to the answers given, we can observe that 68.5% of the people who work in the hospitality area strongly agreed for the significance of training. The other 28.8% of them agreed that is a very good

management and only the 2.7% are neutral about this issue. It is also worth noticing that 97.3% of the hotel staff is in line with the use of training. Luckily, none of them have negative aspect about being well-trained on account of the fact that training is an integral part of acquiring the necessary skills and knowledge.

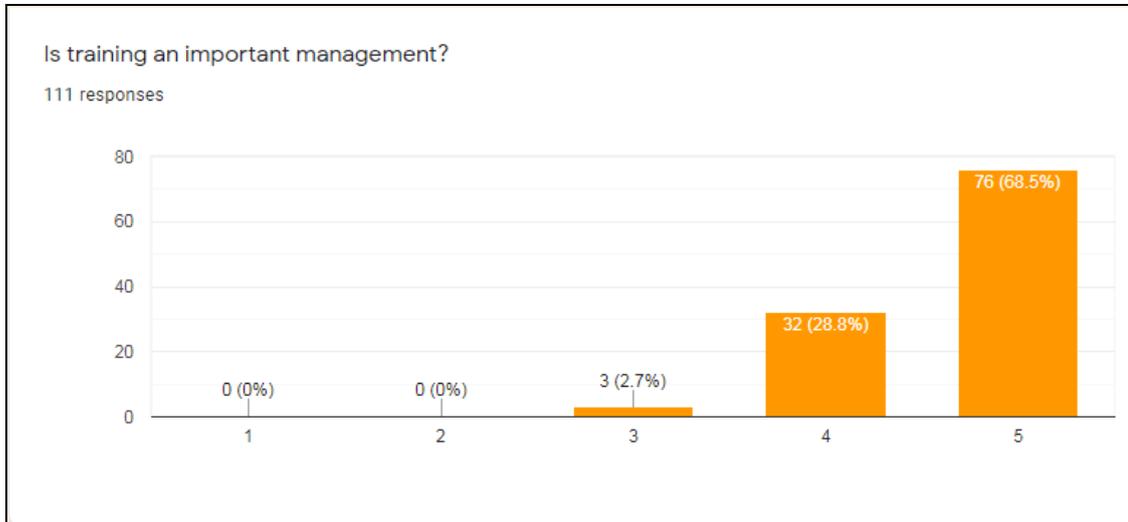


Figure 12: Importance of training

Incensement of employees' competitive advantage

After analyzing the importance of training regarding the management perspective, in this question will be explained the opinion that hospitality staff has about the contribution of training in their competitive advantage. From what we can see in the below table, most of them are certainly agreed that training makes them more emulative. Basically 45% of them are surely accepting this hypothesis and also 35.1% of them are totally agreed with this. 16.2% are neutral. On the contrary, 0.9 % totally disagrees and 2.7 % certainly disagree about the correlation between training and competitiveness because in their way of thinking training does not play an important role for their competitiveness.

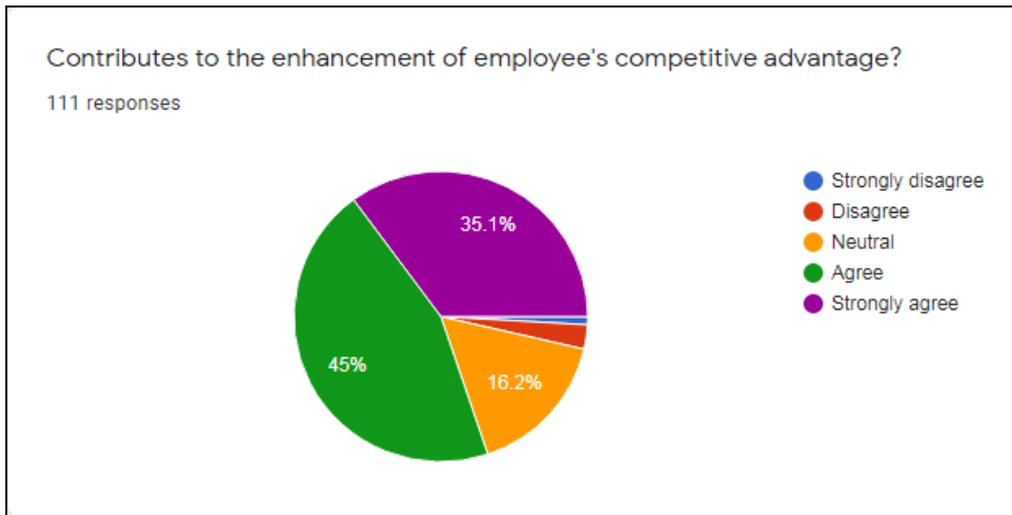


Figure 13: Staffs' competitive advantage

Employees' performance

Except of employees' competitive advantage, employees' performance has to be taken into consideration according to employees' opinions. In figure 14, the statistics point out that 45% of the existing staff is agreed with the question that training can contribute to the augmentation of their job performance. At the same time 40.5% are assuredly agreed regarding this issue while 11.7% of them are neutral and 2.7% disagree. Approximately, most of them agreed with the formulation of employees' performance growth. On that matter, we can conclude that training has positive consequences on employees' job execution hence, a well-trained staff becomes more productive, motivated and committed to the company and also they perform better owing to the fact that they gained and improved their skills to be essential for achieving the organizational goals.

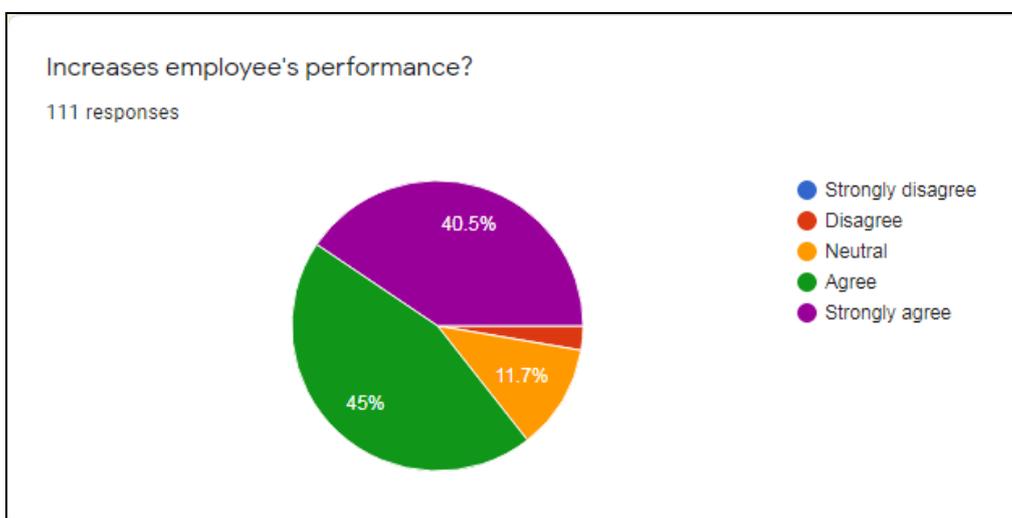


Figure 14: Employees' performance

Enrichment of employee's skills and knowledge

Given the below results we can summarize that in fact training rises workforce's skills and leads to the acquirement of their knowledge which confirms all the relevant feedback form the bibliography. According to their personal way of thought, 47.7% answered positively indeed about this hypothesis and 41.4% of them were strongly agreed. Concerning the previous percentages, we can comprehend that training enhances their personal and social skills, it assistants them to decrease their anxiety on behalf of deficiency of their skills as well as it is given to the employees a deep knowledge of concrete parts. In reality, staff agreed that can deal with difficult situations more efficiently and with the help of an effective training they can follow the same line. Solely the 7.2% (neutral) and 3.6% (disagree) respectively of the employees had different aspect about this issue as they do not strongly believe that training has ever played a meaningful role in their skills and knowledge.

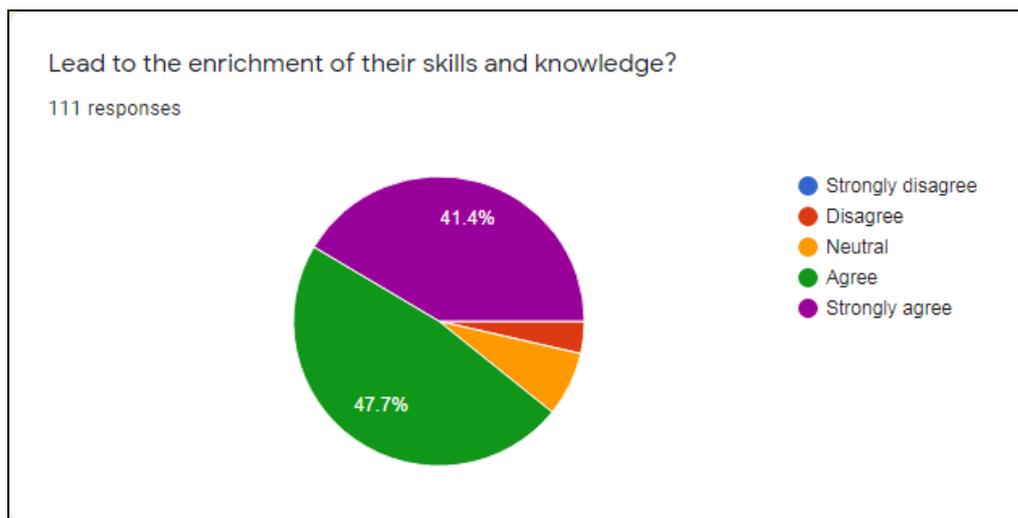


Figure 15: Enrichment of employee's skills and knowledge

Staff committed to the company

From the below table we can understand that 28.8% of the submitted answers are totally agreed that training made them more committed to the corporation. The other 47.7% are surely agreed about the significance of training for their commitment to the company. Although, 18% of them are neuter than the previous employees and 5.4 out of 100 are disagreed. According to the above statistics we can conclude that there is a grand relationship between staff commitment - engagement and hotel when training interfere the enterprise. It creates a bridge of trustworthiness and reliability towards the staff on

the part of the company. Most of the workers were closed with the opinion of being more committed with the hotel they work for which in turn meaning that the reliability of the business grows in their minds more and also the possibility of leaving the enterprise is decreasing more and more.



Figure 16: Staff committed to the company

Worker's motivation and satisfaction

The majority of the respondents supported that training has to do with the motivation and satisfaction of the employees. As we can observe in the below table, 46.8% were positively answered that training had a positive impact on their motivation and satisfaction within their job. Moreover, 36% of the respondents absolutely agreed that their motivation and satisfaction went up on account of training. All of a sudden, 16.2% were neutral whilst 0.9% disagrees. The majority of the answers (82.8%) consider training as the reason for giving them incentives to meet the expected needs and goals an organization wants to achieve.



Figure 17: Worker's motivation and satisfaction

Employee's behaviour and attitude

Considering the below diagram we came to the conclusion that training has a positive effect on employee's behaviour and attitude. Generally speaking, training can change employee's behaviour and attitude towards the customers. This issue can be proved from the below percentages. As we can observe the majority of workers (80.1%) are of the opinion that training can change them as how to behave towards the clients as well as their attitudes towards not only the customers but also the company. Furthermore, 15.3% of them were neutral about this theme and the minority of them (16.2%) believe that training has nothing to do with the mode of behaviour and attitude.



Figure 18: Employee's behaviour and attitude

Workforce productivity and efficiency

In the following table is mention about how much training affects workforce productivity and efficiency. As listed below, we quote that the plurality of the respondents (49.5%) are agreed that training plays an important role in their productivity and efficiency. 41.4% were totally agreed while 6.3% were neither agreed nor disagreed. 2.7% of the selected employees had a different opinion as they did not realise the importance of training regarding the improvement of their productivity and efficiency or there is a probability of making a training only a short period of time which in turn they did not catch up to realize the effectiveness of training. Although, most of the employees realized that without training, productivity and efficiency does not exist.

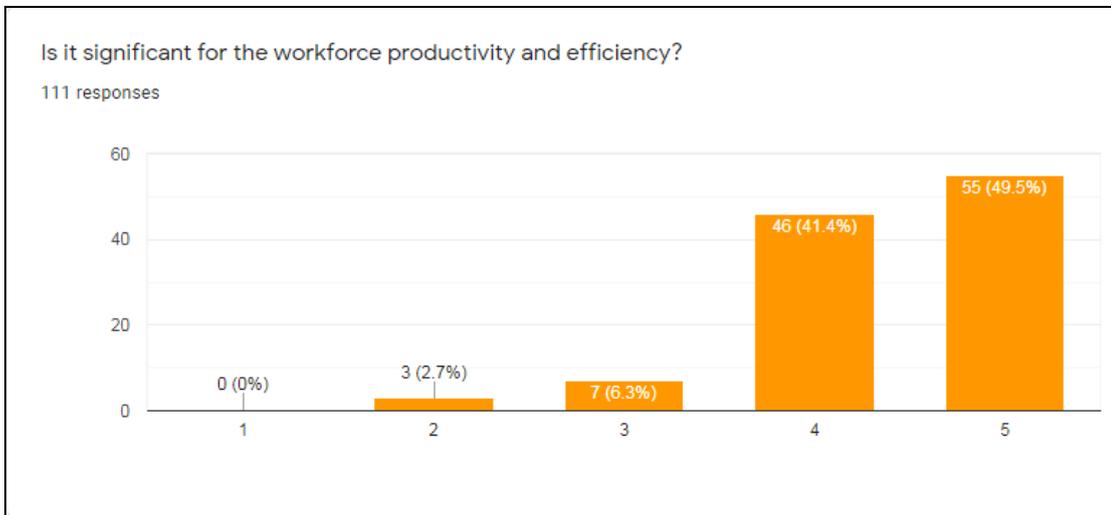


Figure 19: Workforce productivity and efficiency

5.1.3 Training effectiveness in relation to hotels

Hotel future prosperity

It has been found that training could be an investment for hotel's prosperity in the long run. A well trained staff means that people who work in a hotel that provides an effective training, has a positive impact on the hotel's prosperity. Obviously, the prosperity of the hotel depends upon its staff and it has proved that a very well-trained people who have improved skills and knowledge and if they work in a more satisfactory manner, this can lead to the future success of the corporation. All the above feedback can be coincided with the below results that hotel staff supports. 43.2% of them strongly concur that training is the key to hotel's future prosperity and continuous operation. At

the same time, 49.5% are agreed with that opinion. On the other side, 7.2% of the working staff is indifferent. Maybe they have not ever made a training program in their working career hence they are ignorant with regard to hospitality management or even human resource management in the hotel sector.

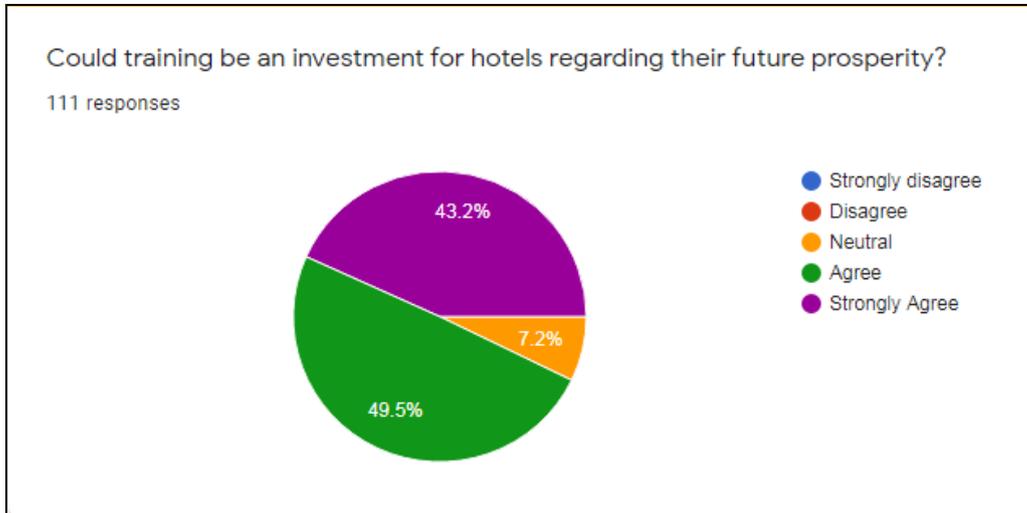


Figure 20: Hotel future prosperity

Hotel's image and existence

In the below figure it is aimed to analyse how training and development can penetrate in the enhancement of hotel's image and existence. Obviously, the below table displays that the 36% of the personnel were totally agreed that a well-trained staff can be more productive, informed in every parts of the hotel, more polite and skilled and it is more capable of managing difficult situations. According to this, well-trained personnel who provide service qualities can result in customer's overall satisfaction, positive attitudes as well as exceed their expectations. Consequently, the image and the brand of the hotel are increased. This view is embraced by the 48.6% who also almost agreed with the previous views. A small number of the hotel staff did not agree with that 13.5% and a minimum 1.8% of them were strongly disagreeing.

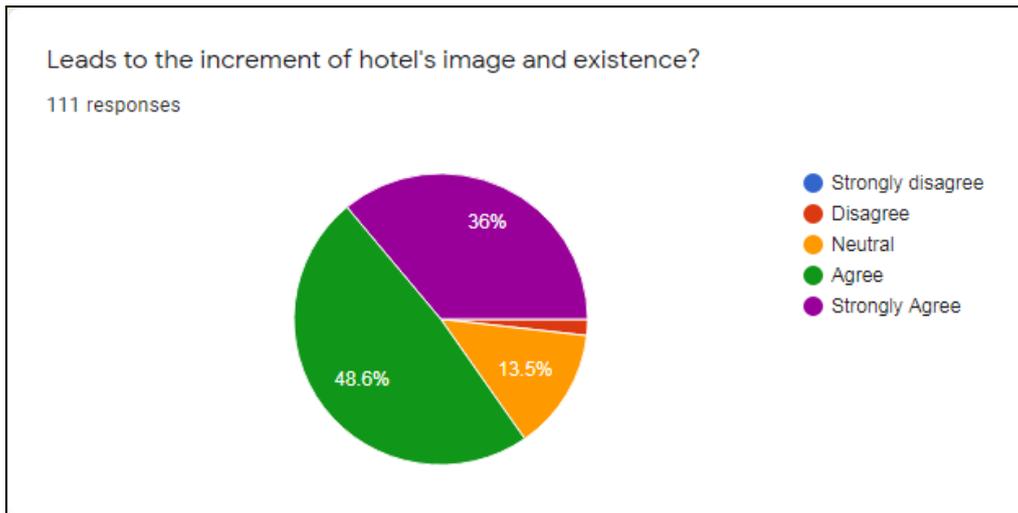


Figure 21: Hotel's image and existence

Hotel's growth and involvement

47.7% of the respondents are in line concerning the correlation with staff training and hotel's growth and involvement whereas 36% of them were totally agree with that. It is obvious that the processes that employees are following on a daily basis according to the training system that they followed, in the future hotel becomes as time goes by more upgraded from the special services provided. What is more, training influences hotels effectiveness and growth and involvement. On top of that we can mention that one of the main forces of driving the growth of hotels is an enhanced interest in training. Nevertheless, 13.5% of the answers are neither agreed nor disagreed and 2.7% are not in line with this hypothesis.

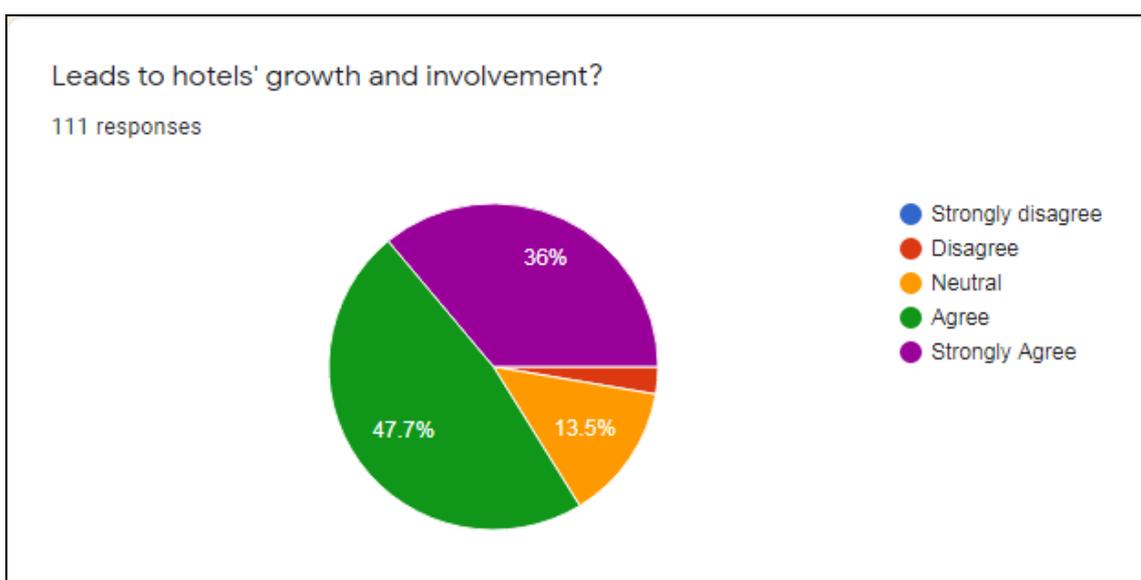


Figure 22: Hotel's growth and involvement

Reduction of hotel's risks

This is a question asking the hotel staff what it believes about training and its impact on reduction of risks in the sector of hospitality. Taking into consideration the below results we notice that 47.7% of the staff were agreed with that conception and at the same time 25.2% of them were strongly agree. We observe in the below table that 24.3% of them were totally agreed while 24.3% had no opinion. 2.7% were disagreed. Needless to say, that a well-trained staff can reduce company's risks. 72.9% of the positive responses are of the opinion that training can contribute to the reduction of any mistakes employees might have made in the case they were unskilled; hence the possibility of margin of error is reduced.

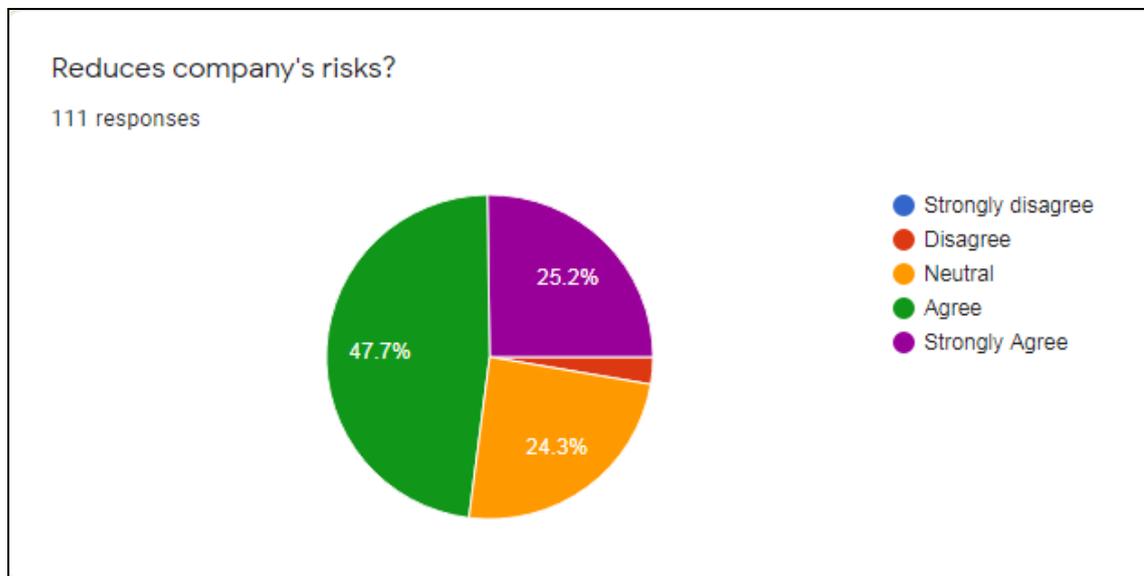


Figure 23: Reduction of company's risks

Characterization of the effectiveness of training

In the table below is described what characterizes more the efficacy of training in the hospitality sector according to the employee's point of view. Surely, we can notice that "high quality standards" is the key point of training in the hotel industry as it is at its peak of the selected options. We observe that most of the staff, actually the 73% of them picked out that high quality standards is what discriminates more the existence of training. This is very important because it is confirmed in the literature review as many authors have mentioned about quality standards as a definition of training. In second place 57.7% of them preferred that "objectives and goals" is what coincides more with the effectiveness of training. With a little difference 56.8% of the personnel voted that "stability and profitability" can also distinguishes the importance of training while

44.1% suggested that “competitive advantage” is what characterizes more the effectiveness of training. Last but not least, the smallest percentage of 0.9% selected that productivity is the key to the effectiveness of the training.

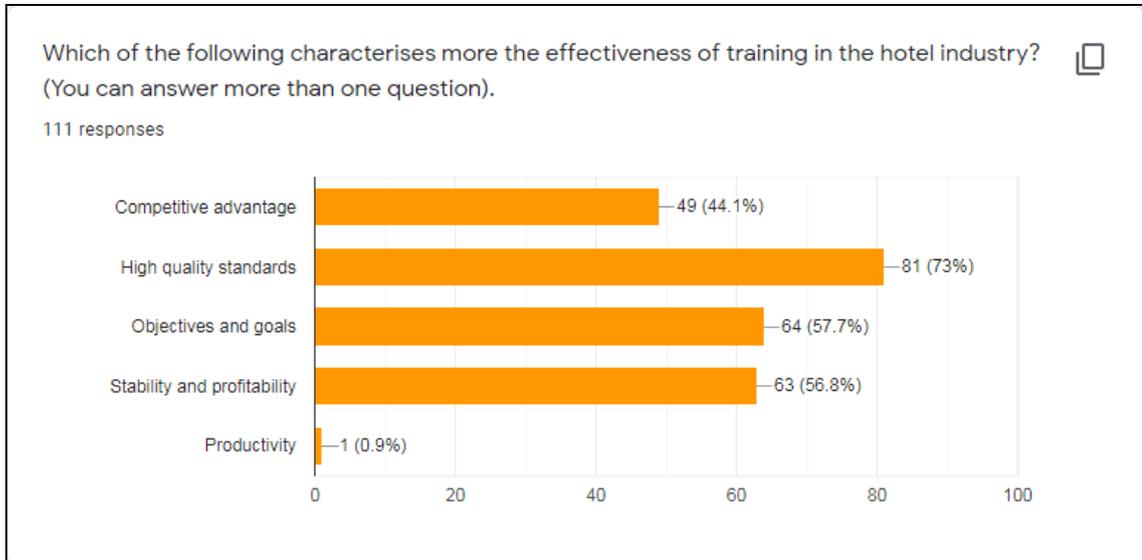


Figure 24: Characterization of the effectiveness of training

5.1.4 Training effectiveness in relation to customers

Customers' overall satisfaction

Formulating this question is expected to be analysed as to what the hotel workforce think about how much training could raise client's overall satisfaction. We can see that 46.8% of the respondents are in line with that reports as well as 36.9% of the personnel were strongly agreed that if they are well-trained they will possibly meet more customers' total satisfaction because of the high quality standards and services they will possibly provide. It is also worth pointing out that the level of the service would be delivered in the clients would certainly be higher compared to an untrained-staff and the 83.7% of the summary of the positive responses confirm that conception. Nevertheless, there is a 15.3% of the responses that do not go hand to hand with the previous views because were neither agree nor disagree whereas solely 0.9% has opposite perception. According to the all above report we can conclude once again that training can lead to influence in a positive way to the customer's mind. One more time has been evidenced the effectiveness of training not only for the benefits of hotel operation and its staff but also guest's positive perceptions regarding hotel's image and it's provided services.

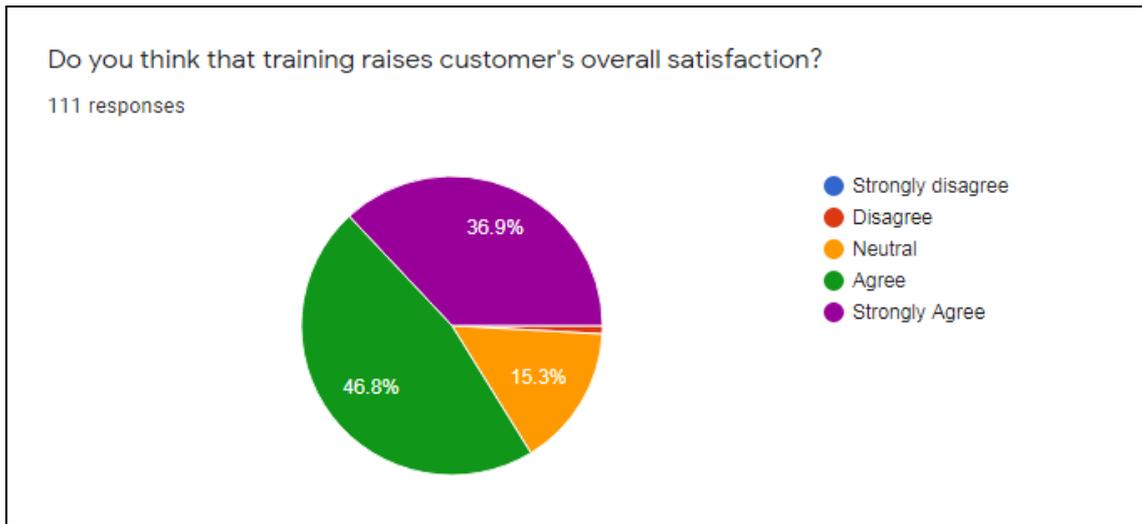


Figure 25: Customers' overall satisfaction

Client's anticipation

According to the literature review, if workers make suitable decisions on customer delivery and right actions taken and also if they deliver warmth and friendliness atmosphere towards guests, customers will surely be more satisfied. This means that their anticipations are beyond than they expected. This practice is coincides with the below results from the respondents. Actually, 50.5% of the respondents are in line with this theory 16.2% were absolutely agreed while 27% were neutral about this issue. 5.4% of them disagreed and 0.9% totally disagreed. In summary, 6.3% of the total respondents maybe had no idea into how training can help the extension of guest's anticipations. Guests in general anticipate in a hotel area to receive a hospitable and excellent service. The goal of training aims on that direction because the final results depend on the guest overall satisfaction and extended anticipation.

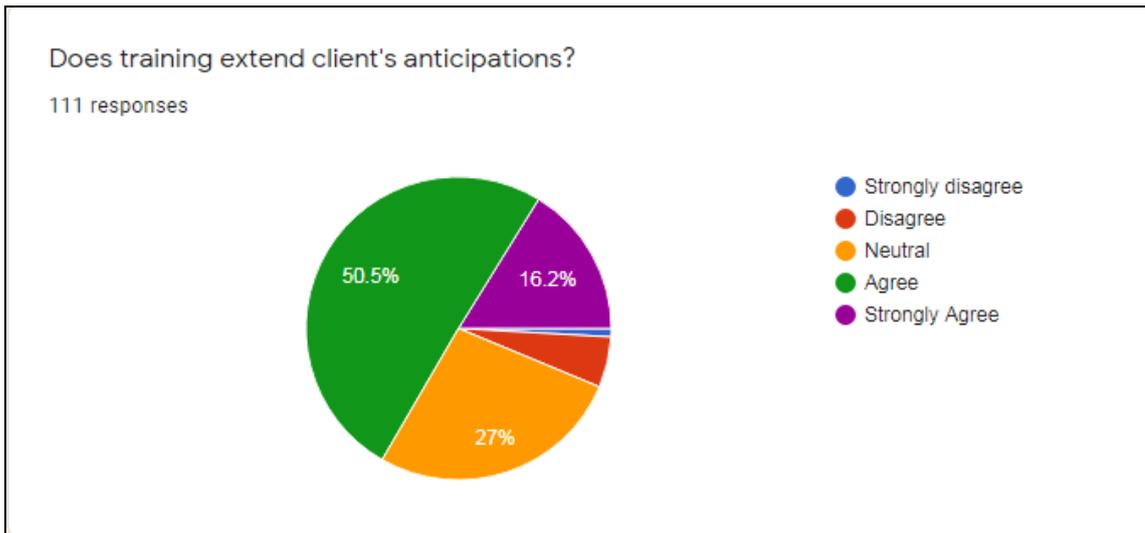


Figure 26: Client's anticipation

Customer's expectations

To the bottom table is discriminated training operation in relation to customer's expectations. It is very crucial because customer's expectations are their experiences which are in connection with the service provided. As we have already proved in the previous tables and bibliography, training is the key to success of the expected service quality. All the above theory is depicted from the below diagram with the 55% of the answers that agreed with the link of training to client's expectations as well as 22.5% were strongly agreed. Nevertheless, 18.9% did not have a specific opinion and 3.6% who were aware of the importance of training in relation to the service quality and customer's expectations.

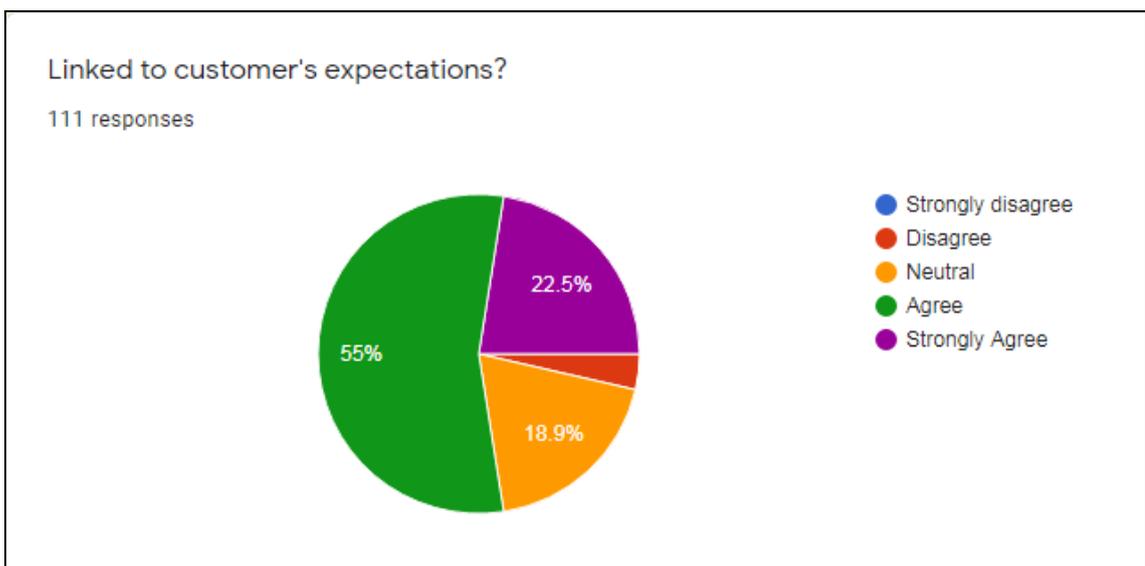


Figure 27: Customer's expectations

Positive effect on customer's loyalty

According to the employees response, 55% were in the opinion that if they are well-trained this will lead to the success of the customers retention and a continually transactions with the hotel. At the same time, 18.9% of others totally agreed with that issue. We can observe also that 18% were neutral whereas 7.2% and 0.9% disagreed because they consider that training has nothing to do with customer's interrelations. According to previous research, it is strongly believed that training is being held mainly for the customer's relationships and interactions. An untrained staff can cause risk to the hotel and possibly will reduce customer's loyalty hence reduce company's profits. Although, 73.9% of the positive respondents were in line with the research and also were on the right path.

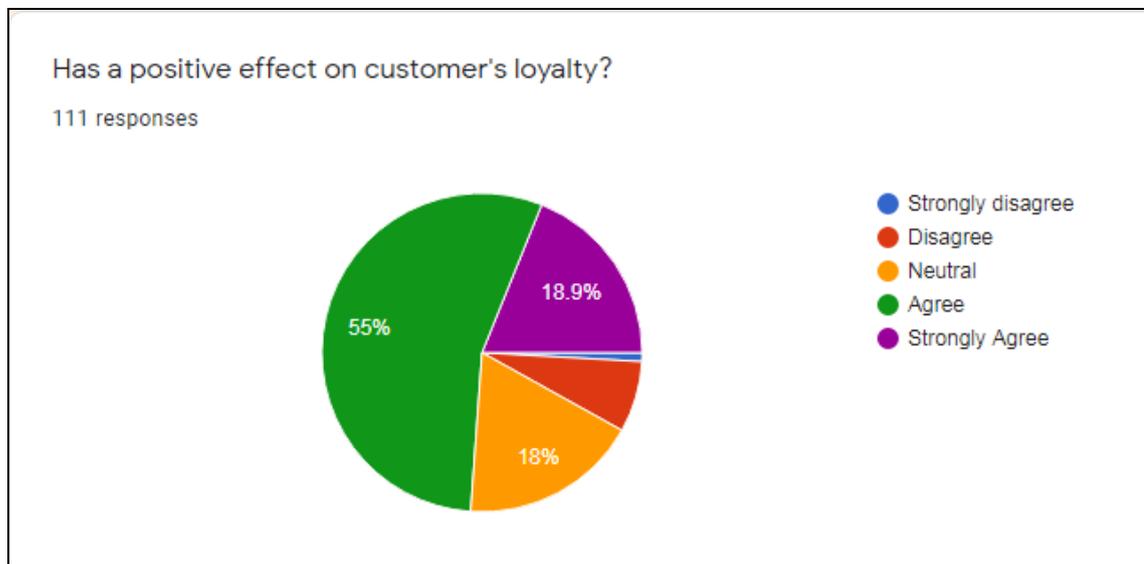


Figure 28: Positive effect on customer's loyalty

Contribution to the fulfilment of client's needs

From the figure 29 we can notice that 59.5% of the staff answered that training positively contributes to the achievement of customer's needs and wants, 19.8% were totally agreed with that, 18.9% were neutral while 1.8% disagreed. A company who invests in their staff training and development means that it takes care of customers' needs and desires by giving the relevant feedback and skills to their staff how to meet these needs and wants. If the hotel handles with negligence will certainly failure to transfer the appropriate service putting on that occasion its operation under risk.

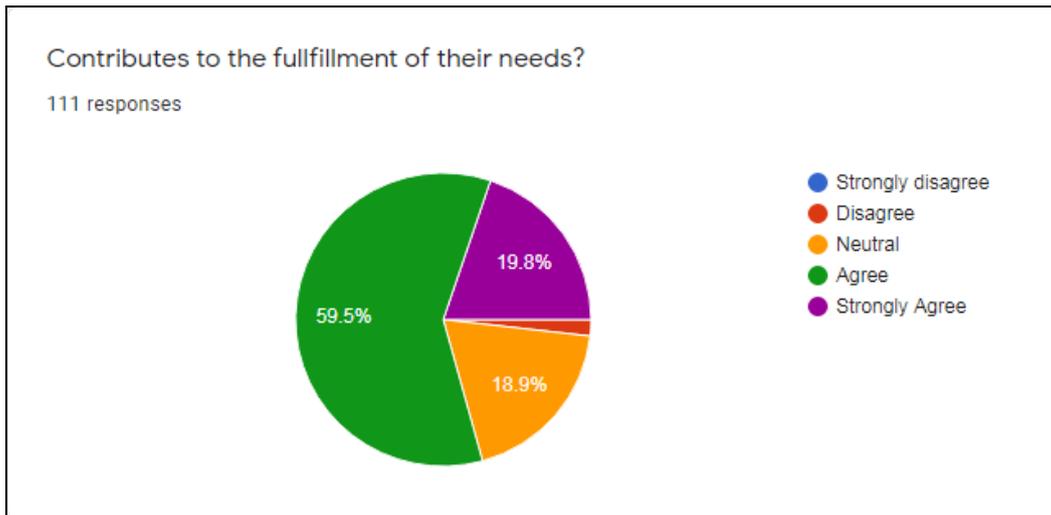


Figure 29: Contribution to the fulfilment of client’s needs

Customers’ perception towards hotel image and promised service

With regards to the following figure we can confess that training indeed has a positive impact on clients’ perception towards hotel image and service. Questionnaires have shown that 47.7% were agreed with that theory 35.1% were strongly agreed, 15.3% were neutral, 1.8% not familiar with this hypothesis. Although, 82.8% of the selected hotel staff is in agreement with surveys which has shown that the level of a promised service provided determines what guests perceive of a corporation and thus this leads to the creation of what they have created in their minds regarding an organization. This in turn may lead to the upgrade or downgrade of the reputation of the hotel itself. Reputation and customers’ perception are directly related because a service quality provided influences customers’ behaviour and attitude and thus customers’ perception towards hotel image. In the final stage, corporate image depends on the promised service provided as well as the customer’s perception about these services.

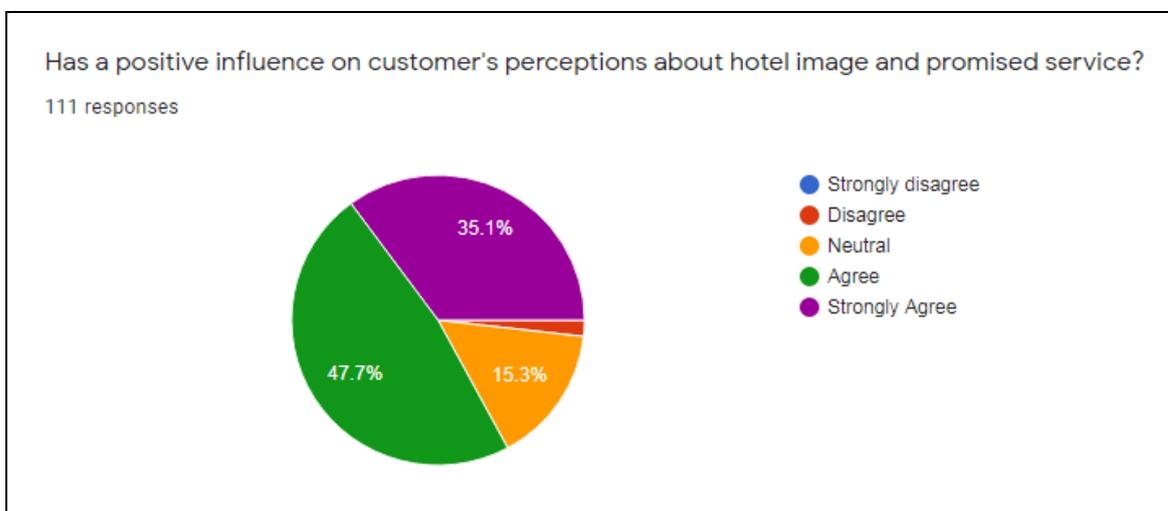


Figure 30: Customers’ perception towards hotel image and promised service

CHAPTER 6: Conclusion and Recommendations

Combining all the above information, with the help of the literature review and the hotel personnel's answers of the questionnaire, we came to the conclusion that in reality training in the hospitality business is of remarkable importance. In finally analysis, all the results from the questionnaire are coincided with the bibliography references and they proved the momentousness of training staff. In particular it has been found that hotel staff training practices will have an impact on the effectiveness of distributing the quality service and as a consequence customer satisfaction and hotel performance. Human resource department is the head department who is responsible for the personnel's management, growth, development, performance, training and evaluation. The Human Resource managers should train at intervals their staff because all the things are changing over time. Thus, all the staff will be informed and renewed from the relevant changes in the hospitality industry.

Staff training is an important element in the hotel sector because it has a lot of benefits on employee's, company's and customer's standpoint. The more a hotel enterprise conducts at intervals training to their staff, the better results will have in the future. Moreover, it is very important for the hotel entrepreneurs to understand that their corporation's prosperity, profitability and sustainability, evolvement, growth as well as cost reduction come mainly from well-trained personnel. High quality service is the key to success which at a large point comes from a training and development program. The most important of all is the hotel owners to invest in their employee's knowledge and skills enhancing on that matter hotel image, brand and overall customer's satisfaction. Basically, it is a vicious circle on account of the fact that training can lead to the enhancement of personnel's skills, knowledge, productivity, attitudes, performance and behavior which will certainly lead to the fulfillment of client's needs and wants, satisfaction as well as exceed their expectations and anticipations.

In terms of employees, training can be absolutely fruitful for them because they are becoming more competitive and more active as well as their performance is increased enough so as to achieve the organizational goals. Another thing to be considered is motivation and satisfaction of the workforce as well as their commition to the enterprise. On that matter, employees trust the company they work for and the hotel

becomes more reliable towards them. Last but not least, their behavior and attitude is dramatically changed which will help them to handle in an effective way difficult situations and difficult customers.

From the employees' answers of the questionnaire, we can summarize that luckily only a small amount of them have not yet perceive that training could be a diamond to them and beneficial for their performance. From their point of view, training is a waste or even loose of time and perhaps they might have in their minds that only experience is the main point. Not only specific inactive staff but also a plenty of hotel entrepreneurs especially in Greece are thinking of training as a waste of time or lack of money. From my point of view, this false perception could lead to the reduction of the overall quality of the company because of low-quality of its staff. Moreover, an untrained staff is equivalent to the abatement of the competitive advantage of the corporations against their competitors and its productivity.

To my way of thinking, it is necessary that hotel entrepreneurs and human resource departments put much more effort on staff training and to take it more seriously. Taking care of their staff as well as taking advantage of their potentials means that the workforce will be strengthened in the long term. Long term goals and objectives, long term strategies and outcomes are carried out only from well trained personnel. Hotel owners also should take into account that in their corporate strategies should consider the effectiveness of training in order to achieve their expected outcomes. Avoiding doing so, many problems will come to the fore such as unreliable and unproductive personnel, low service quality, service failure and deficiencies of service recovery, the productivity of the hotel company will be diminished and its overall enterprise will not stand out from the competition. Of course it will take time and money to deal with that issue. However, owners should focus on the positive aspects of training and the positive results that this will bring.

6.1 Research limitations

Eventually, in this dissertation there are some limitations due to the interview method that was not implemented. This project was made mainly form the bibliography

references and a questionnaire creation. The interview method was not selected in this survey owing to the fact that the sample size was too huge to be interviewed and also because of the pandemic period almost all of the employees were in suspension of the labor contact. Another limitation of this study was the questionnaire which has several dysfunctions. For instance, lack of focalization and collaboration of the respondents and uneducated people. In addition, the sample size was on the one hand indicative but on the other hand too small and more employees would need. Finally, this survey is restricted to hotels in the city of Thessaloniki and Athens in Greece and as a consequence on account of this limitation, further research and investigation in more cities even countries is needed.

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Appendix

Gender:

- Male
- Female

Age:

- 18-25
- 26-35
- 36-45
- 45+

Education Background:

- High School
- Bachelor Degree
- Master Degree
- PhD

Working Experience:

- 0-2 years
- 2-5 years
- 5-10 years
- 10+

Position:

- Employee
- Executive Manager
- HR Manager
- General Manager

Have you trained in a hotel when you started?

- Yes
- No

If you said «Yes" for how long? (If you said "No" please avoid this question).

- One week
- More than one week
- One month
- More than one month

What type of training? (If you said "No" please avoid this question).

- On-the-job training (e.g. job rotation, coaching, action learning)
- Off-the-job training (e.g. case study, games, role playing, behavior modeling)

Training effectiveness in relation to staff

Is training an important management?

- Not important
- Extremely important

Contributes to the enhancement of employee's competitive advantage?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Increases employee's performance?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Lead to the enrichment of their skills and knowledge?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Do you believe that hotel staff becomes more committed to the company?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Contributes to workers overall motivation and satisfaction?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Do you consider that training is a reason for affecting employee's behavior and attitude?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Is it significant for the workforce productivity and efficiency?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Training effectiveness in relation to hotels

Could training be an investment for hotels regarding their future prosperity?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Leads to the increment of hotel's image and existence?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Leads to hotels' growth and involvement?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Reduces company's risks?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Which of the following characterizes more the effectiveness of training in the hotel industry? (You can answer more than one question).

- Competitive advantage
- High quality standards
- Objectives and goals
- Stability and profitability
- Other

Training effectiveness in relation to customers

Do you think that training raises customer's overall satisfaction?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Does training extend client's anticipations?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Linked to customer's expectations?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Has a positive effect on customer's loyalty?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Contributes to the fulfillment of their needs?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Has a positive influence on customer's perceptions about hotel image and promised service?

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree