

Learning And Development (L&D) Strategies Adopted In Recent Scenario To Create Young Professionals-Organization Fit In Hotel Industry

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Abstract: *Learning new methods and techniques through training is one of the most important aspects of the modern hotel industry. Staff training is an important responsibility of the Learning and Development (L&D) department because it helps employees put their skills to better use and specialize in their work. Training is valued by various stakeholders in the hospitality industry, and factors such as technological advancements and emerging young professionals have significantly shifted training requirements*

The use of an efficient training process has a significant impact on increasing employee performance; however, a large portion of market branding is also based on intangible assets—skilled employees, exceptional leaders, and knowledge.

This research paper is an exploratory study based on the most recent trends in Learning and Development for young professionals in the Hospitality Industry in terms of adaptability, execution, and effectiveness. This study specifies that the L&D strategies are oriented to create young professionals organization fit to achieve job satisfaction and job performance.

Key Words: *Training, Learning and Development, Organization fit, Hospitality.*

1. INTRODUCTION

A variety of factors have contributed to the continuous evolution of the global workforce over the last decade. A more competitive business environment, increasing complexity, and the digital revolution are reshaping the employee mix specifically young professionals. Meanwhile, persistent uncertainty, a multi-generational workforce, and a shorter shelf life for knowledge have made reskilling and upskilling more important. The transition to a digital, knowledge-based economy necessitates a more vibrant workforce than ever before.

The hospitality industry, of which hotels are a major component, is service-intensive and thus heavily reliant on human resources. For a hotel to run smoothly, all the staff must be involved. Training is a planned, systematic activity that results in increased levels of skill, knowledge, and competency required to perform work effectively.

Employee training is the process of providing employees with the knowledge and skills needed to operate within the systems and standards established by management. All of these trends have increased the value of training as learning-and-development (L&D) function.

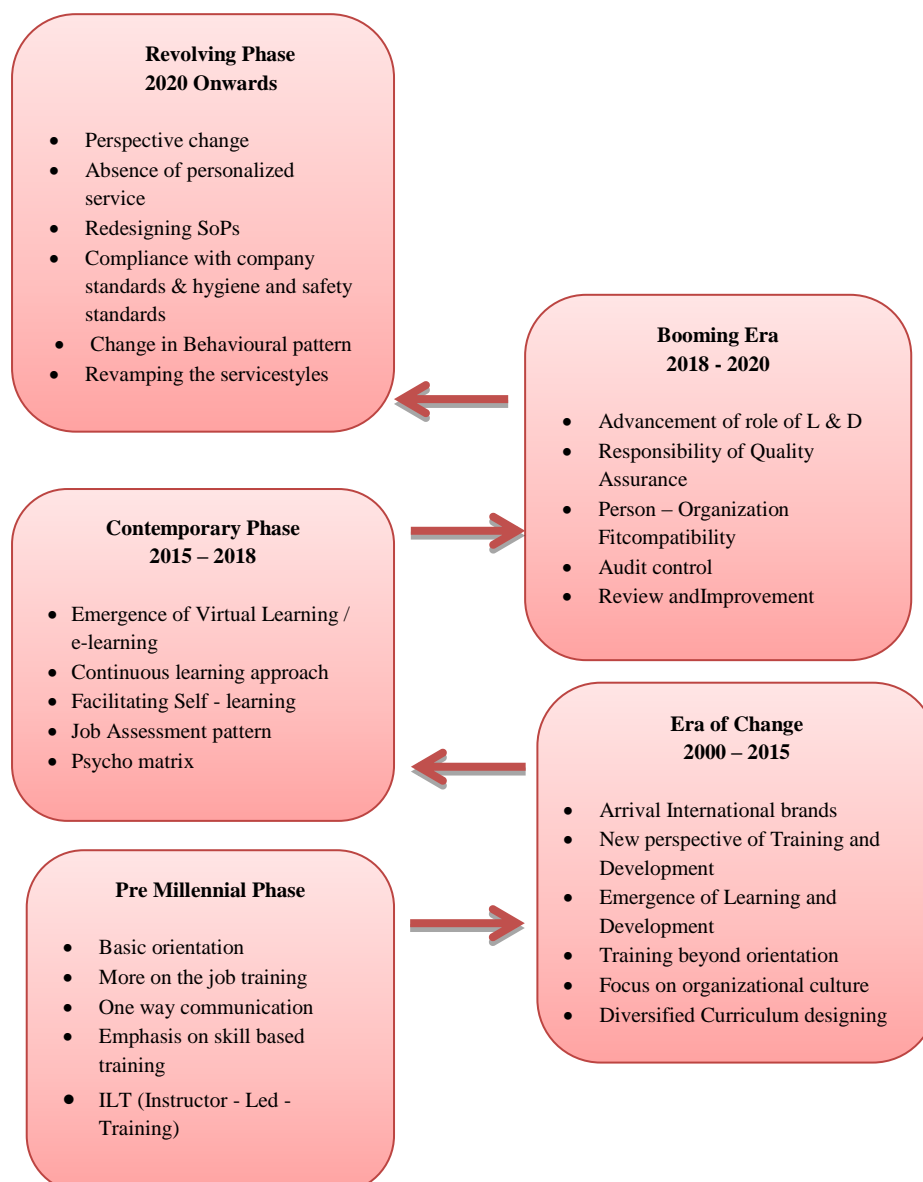
Learning and development—from conventional to contemporary

The primary responsibility of L&D is to manage people's development, as people become more aware of the challenges posed by the current situation – technologies that connect the physical and digital worlds – but few have implemented large-scale transformation programmes.

Instead, most are gradually adapting their strategy and curricula as needed. With technology advancing at an ever-increasing rate in the hotel industry, L&D leaders can no longer afford to

wait as human capital is more important than ever and will be the primary factor in sustaining competitive advantage over the next few years.

Figure 1: Transition of Learning and Development



The above figure illustrates the transition of L&D over the years, the very first training methods concentrated only on the basic training on job orientation and on-the job training programs which comprised of several days of classroom learning. The beginning of the millennial era demanded the change training styles in hotel industry. It focused on organizational culture and diversified learning to match the global standards of Hospitality industry. The contemporary L&D strategies emphasized on alignment with business strategy. The learning is delivered through a combination of digital-learning formats and in-person sessions with continuous assessments. The recent L&D is into multi-functional responsibility such as - Quality Assurance, Person – Organization Fit compatibility and Audit control. The latest L&D strategies are focused to redesign the methodologies to meet the pandemic crises. The perspective change has revamped the service styles, redefined the behavioural pattern of staff and clearly aimed at attaining hygiene and safety standards

Significance of the study

The study's main objective is to assess the effectiveness of learning and development strategies in the hospitality industry, as well as their impact on young professionals. The hotel industry employs a diverse workforce, primarily millennials, for a variety of positions that may or may not have a strong educational component.

Young professionals are valuable assets to the industry, and the active role they play in achieving business success cannot be overstated. As a result, equipping these unique assets with effective training becomes critical in order to maximise job performance and retain as an organisational fit.

Objectives of the study

The study is based on the latest trends adopted by Learning and Development based on adaptability, execution and effectiveness for young professionals in Hospitality Industry with the following objectives:

- To define the role Learning and Development in hotel industry
- To highlight the latest strategies adopted in L&D to create young professionals-organization fit
- To assess the effectiveness of L & D strategies

Limitations

- The study population was restricted to the Branded Hotels in Chennai.
- The data was collected from the Training and L&D managers.
- The study was carried out during the pandemic period.

Review of the literature

The international perspective and large globalisation of the industry, as well as the operational and structural features that give meaning to learning and development in the hospitality industry, all play an important role in learning. Kleefstra et al. (2020).

According to Hazra et al. (2017), without training, an employee will not be able to assist a client in the way that they should, the client will be dissatisfied with the Hotel's service, and

finally, the employee will become frustrated by the company management and his or her service level will suffer. Trends are identified by reviewing training and development research from an ontological standpoint. In hospitality training, training needs analysis is still ignored. Furthermore, there is a scarcity of research on e-learning and career management Lee PC (2017).

Khalaf and colleagues (2016) states that employees are a critical, but costly, resource; in order to sustain economic growth and effective performance, it is critical to optimise employees' contributions to the organisations' aims and goals.

Nischithaa P and M V A L. NarasimhaRao (2014), defines training as activities that provide learners with the knowledge and skills required for their current jobs, whereas development is defined as learning that extends beyond today's job and has a longer-term focus.

Nazir A Nazir and Saima (2014) have paid close attention to the relationship between Person – Organization fit and various organisational outcome variables such as job satisfaction, employee commitment, intent to turnover, and performance.

According to AlbanaGazija (2011), Learning new methods and techniques through training is one of the most important aspects of the modern hotel industry. Staff training is an important part of Human Resource Management because it helps improve employee performance by putting their skills to better use and allowing them to specialise in their work. The use of an effective training process has a significant impact on improving employee performance.

While there is a positive relationship between job satisfaction and job performance. Person-organization fit is a significant predictor of performance. Employee job performance is a critical factor in determining an organization's performance. Logically, the better a person 'fits' into his job, the less adjusting he will need to do (Roberts & Robins, 2004).

2. RESEARCH METHODOLOGY

The study is descriptive in nature and carried out on hotels of Chennai. The questionnaires are distributed among 60 branded hotels of Chennai. Out of that, 58 questionnaires are suitable for analysis which was filled by the Learning and Development Managers and Training managers. . The questionnaire comprised a series of Likert scale rating statements adopted from present trends in L&D.

The study has 10 observation statements has been validated through scale and reliability analysis. Respondents data has been analyzed using regression analysis and Anova according to the objectives of the study with using the Statistical Package for Social Sciences (SPSS).

Hypothesis formulation: Hypotheses are developed to achieve the objectives of the study. These hypotheses are given below:

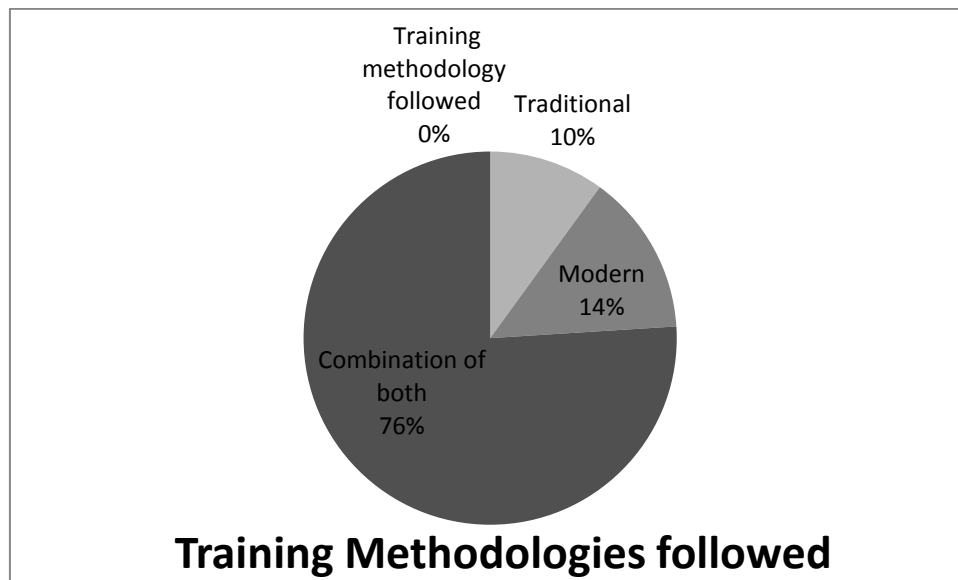
H₀: The Learning and Development have no impact on young professionals in Hotel Industry, Chennai.

H₁: The Learning and Development have a huge impact on young professionals in Hotel Industry, Chennai.

3. RESULTS AND DISCUSSION

The present study is an effort to understand the latest trends adopted by Learning and Development based on adaptability, execution and effectiveness for young professionals in Hospitality Industry.

Figure 2: Training Methodologies followed



As figure 2 shows the significance of the current survey results is the finding that 76 percent of the L&D and training managers use both the traditional and modern training methodologies in the hospitality industry. The content delivered online as well as in classroom based on the module design, blended learning and cross over learning were adopted.

Cronbach's Alpha test of reliability scale: all variables

Item Statistics			
	Mean	Std. Deviation	N
Personalized Training – Specific learning needs	4.14	.868	58
Need-based Training – Customized learning	4.31	.706	58
Experiential Learning – Learning by doing	4.24	.865	58
Micro-learning – Creating short knowledge modules	4.21	.720	58
Power skills – Behavioral skills, Communication skills	4.31	.654	58
VILT – Offline to Online sessions	3.76	.942	58
Up-skilling and Re-skilling – Learning new skills for the same job task	3.90	.810	58
Continuous development – Ongoing training to reinforce knowledge	4.28	.696	58

Mentoring – Reduce turnover, Enhance recruitment, Resolve gaps	4.03	.772	58
Reverse mentoring – Professional friendship, Build building, Bottom – up approach	4.03	.816	58

Item-Total Statistics					
	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Personalized Training – Specific learning needs	37.07	21.258	.734	.723	.835
Need-based Training – Customized learning	36.90	22.410	.745	.761	.837
Experiential Learning – Learning by doing	36.97	22.771	.529	.526	.854

Reliability Statistics						
Cronbach's Alpha		Cronbach's Alpha Based on Standardized Items			N of Items	
.863		.865			10	
Micro-learning – Creating short knowledge modules	37.00	22.807	.664	.820	.843	
Power skills – Behavioral skills, Communication skills	36.90	25.428	.308	.369	.868	
VILT – Offline to Online sessions	37.45	21.936	.573	.615	.851	
Up-skilling and Re-skilling – Learning new skills for the same job task	37.31	21.691	.734	.726	.836	
Continuous development – Ongoing training to reinforce knowledge	36.93	22.451	.751	.809	.837	
Mentoring – Reduce turnover, Enhance recruitment, Resolve gaps	37.17	23.935	.445	.641	.860	
Reverse mentoring – Professional friendship, Build building, Bottom – up approach	37.17	24.636	.319	.736	.871	

From the above table, it is clear that, the value of Cronbach's alpha reliability test for data collected among the L&D managers from branded Hotels in Chennai, has been derived and proved that the value is satisfactory.

H₀: The Learning and Development have no impact on young professionals in Hotel Industry, Chennai.

H₁: The Learning and Development have a huge impact on young professionals in Hotel Industry, Chennai.

ANOVA with Tukey's Test for Nonadditivity							
		Sum of Squares	df	Mean Square	F	Sig	
Between People		158.952	57	2.789			
Within People	Between Items	18.241	9	2.027	5.295	.000	
	Residual	Nonadditivity	1.105 ^a	1	1.105	2.896	.089
		Balance	195.254	512	.381		
		Total	196.359	513	.383		
Total		214.600	522	.411			

Total	373.552	579	.645		
Grand Mean = 4.12					
a. Tukey's estimate of power to which observations must be raised to achieve additivity = 2.937.					

With reference to the above table the significance value is .000 hence we are rejecting the null hypothesis. As per the data analysis it has been proved that the learning and development have a huge impact on young professional in the Hotel industry which belongs to Chennai.

Findings of the study

The present research study has consolidated the some of the best L & D strategies adopted in the industry especially for young professionals

- Buddy program, map high performers to low performers to enhance their skills
- On the job observation and appropriate corrective training to ensure continuous development and high customer satisfaction.
- Sharing feedback on weekly basis
- Virtual engagement activities post lock down - On line training and webinars
- Usage of digital platforms like – Zoom, LMS, Ms Teams
- Established Training process and Career Progression from Team Member to Area Manager.
- Develop leaders for the future and conducting team building activities to realize the team spirit
- Mentoring and reverse mentoring
- Cross learning and international exposure
- Shop floor on the job training, class room training one to one coaching/counselling, VILT, Recorded videos, Online assessment, whatsapp learning hub group, experience led training.

4. CONCLUSION

Coaching and mentoring, on-the-job instruction, apprenticeships, leadership shadowing, action-based learning, on-demand access to digital learning, and lunch-and-learn sessions are all examples of interventions that L&D professionals must design and implement to support informal learning. Social technologies are increasingly being used to connect experts and to create and share knowledge.

The primary responsibility of L&D is to create and shape a learning strategy based on the company's business and talent strategies. The learning strategy aims to support professional development and build capabilities across the organisation on time and within budget. Furthermore, the learning strategy can improve company culture by encouraging employees to live the company's values.

Training has long been regarded as an important tool for hotel employees. Training and L&D benefits include increased work efficiency, assisting employees in broadening their knowledge and improving their skills, motivating and preparing employees for self-development, reducing employee turnover in search of another job, and assisting employees

and the hotel itself in competing in a rapidly changing environment and additionally, it increases customer satisfaction, which raises the market value among competitors.

According to the findings, recent L&D strategies provide the impetus that young professionals require to improve their performance and capabilities, thereby increasing organisational productivity. The training activity should be designed to meet the needs and objectives of the company. The study supported the hypothesis that current L&D strategies have a significant impact on creating young professional organisational fit.

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