
Importance of Hotel Training Programs for Stakeholder in India: A Review of Existing Literature

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ABSTRACT

The hospitality industry in India is undergoing rapid transformation, driven by globalization, technological advancements, and heightened service expectations from both domestic and international guests. Within this dynamic environment, hotel training programs have emerged as a critical mechanism for enhancing workforce competencies, improving service quality, and sustaining competitive advantage. This paper presents a comprehensive review of existing literature on the significance of training programs in Indian hotels, with particular emphasis on their impact on multiple stakeholders, including employees, management, customers and the broader hospitality ecosystem. Findings suggest that structured and continuous training initiatives not only strengthen employee skill sets and job satisfaction but also contribute to guest satisfaction, brand reputation and operational efficiency. Moreover, training interventions are aligned with strategic goals such as employee retention, service innovation and compliance with global hospitality standards. The review further highlights the challenges associated with training implementation, such as resource allocation, cultural barriers, and the need for customized curricula suited to India's diverse hospitality landscape. Overall, the study underscores the pivotal role of hotel training programs in creating value for all stakeholders and



recommends future research to explore innovative, technology-enabled and sustainable training approaches tailored to the Indian context.

Introduction

Hospitality and Tourism, collectively as an industry, has made a perceptible and momentous contribution to the economic growth of India over past many years. Both of these are either sides of same coin. These cannot exist in isolation from each other. Tourism refers to all activities and services that satisfy the requirements of tourists (Goeldner & Ritchie, 2011). It, mainly, encompasses industries of travel and transportation (Ninemeier & Perdue, 2009). Hospitality primarily deals with providing good food and comfortable accommodation to guest. Therefore, the hospitality industry consists of organizations that offer quality food, beverages, and lodging facilities, alone or in combination to the guests who are away from their homes (Chon & Sparrowe, 2000). An extended description may have many different types of organizations such as amusement parks, cruise, railways, event management business, MICE etc (Ford & Heaton, 2000). Training and development can be seen as a key instrument in the implementation of human resource management practices and policies. Successful hotels always include staff training as their important development strategy. Training is shown to positively impact on employee's productivity, which results in higher levels of customer and employee satisfaction. Evidence from McDonald's suggests that low levels of training give rise to high levels of staff turnover and that the provision of good training has a positive effect on staff retention (Thomas, Lashley, & Eaglen, 2000). Hotel training programs are structured initiatives designed to enhance employees' skills, knowledge, and attitudes to meet organizational goals and customer expectations. These programs not only improve operational efficiency but also contribute to employee motivation, retention, and career development. In the Indian context, where cultural diversity and service variability are prominent, effective training becomes even more crucial in maintaining standardized service quality across different regions and customer segments.

Stakeholders in the hospitality sector including employees, employers, customers, educational institutions and government bodies are directly or indirectly influenced by the effectiveness of hotel training programs. For employees, training enhances employability and career growth; for employers, it ensures productivity and competitive advantage; and for customers, it guarantees consistent and high-quality service experiences. Additionally, training initiatives align with national objectives such as skill development and employment generation, supported by government programs and hospitality education frameworks. Therefore, organizations provide training to their existing employees. Along this the industry also provides training to students of hospitality courses because they will be the potential employee to this industry and on the part of students, it is mandatory part of their curriculum.



Existing literature highlights that well-designed training programs contribute significantly to organizational success, service quality improvement, and stakeholder satisfaction. However, there remains a need to critically examine the extent to which these programs address the diverse needs of stakeholders within the Indian hospitality sector. This paper aims to review and synthesize existing literature on the importance of hotel training programs for various stakeholders in India, identifying key trends, gaps, and future research directions.

Review of Literature

Training and development have been widely recognized as essential components in the hospitality industry, particularly in enhancing employee performance, service quality and stakeholder satisfaction. Several researchers have examined the role and impact of training programs in hotel organizations from different perspectives.

Early studies define training as a continuous and systematic process aimed at improving employees' skills, knowledge, attitudes, and overall performance. Researches (Tas, 1988; & Enz, 2000) confirmed that concept of training started around 1940's. It was considered as mandatory for many educational programs such as nursing, teaching, banking etc. Since then researchers are working continuously to establish its importance, types, tools, evaluations techniques and uses.

Practical application of theoretical Knowledge is very important for teaching-learning process, as it helps in fulfilling the theory and practice gap (Nichols, 1992). The industry preferred candidates with some kind of practical exposure over others even for the post of fresher's. (Craig-Smith, Davidson, & French, 1994). They asserted that their programmers should have industry linkages in the form of training. Lewis (1982) presented a summary of several researches on tourism & hospitality teaching programmers. He found that the syllabi should be in-line with the industry requirements and students should be ready to face challenges in the field of technology, economy etc. Practical exposure can help them a lot in this regard.

According to the Manpower Services Commission's (1981) glossary of training terms, training is a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities.

Virmani and Seth (1985) define training as 'the acquisition of concepts, theories, knowledge, skills and attitudes and development as the application of acquired knowledge, skills and attitude to the job for increasing organizational effectiveness'

According to Sah (1991), management training denotes planning of a learning situation by selective appropriate management of knowledge and skills suitable to the requirement of pre-specified jobs so that



the learner after learning can perform the jobs effectively in the organization. The main purpose is to improve managerial practices with the help of modern management practices in the organization.

Likewise many researchers (Tas, 1992; Spencer et.al, 1993; & Eaton and Christou 1997) have supported the use of practical or industry exposure of students to make them more acceptable in the hotel industry. These integrated programmers have been found to be more beneficial to all the stakeholders i.e. student, industry and academia. Training refers to the designed effort by an organization to provide employees and trainees learning of job-related competencies, which include knowledge, Traits, Motives and skills that are critical for successful job performance at their workplace.

Nadler (1992) in his book on *"Developing Human Resources"* describes training as "those activities, which are designed to improve performance on the job the employee is presently doing or is being hired to do."

Armstrong (1999) said that "Training is the systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience". Training provides better opportunities' for the organization in terms of workforce required in future. It is consider as a valuable basis of recruitment in the hotels. Almost all the hospitality organization takes fresh graduates as trainee as they absorbed after completion of their courses.

The primary objective of training and development in a hospitality organization is to provide skilful human resource to a hotel. However, the main aims are; *Development of core competences, assist workforce to grow, provide the opportunities to the employee to become more competent as soon as possible.*

Oribabor (2000) stated that "Training and development aim at developing competencies such as technical, human, conceptual and managerial for the furtherance of individual and organization growth." Training is also linked with various organizational outcomes such as job satisfaction, commitment, and reduced turnover. Research in hospitality management indicates that effective training programs lead to higher job satisfaction, improved performance consistency, and enhanced guest satisfaction, while also reducing operational costs (Wesley & Skip, 1999; Poulston, 2008).

Appiah (2010) suggested there are few steps for effective training planning for achieving training objective in hospitality organizations that includes; *establishing needs of training; whom to train; how to train; evaluation of trainees; and making training plans.*

Research by Suhag (2017) indicates that lack of proper training negatively affects team effectiveness and overall organizational functioning in hotels. The study emphasizes the importance of management support, training methods, and employee attitudes in determining the success of training programs.



Similarly, Dhoundiyal and Mathur (2022) found that training programs play a crucial role in enhancing employee satisfaction and retention, especially in luxury hotels in India. Their study suggests that well-trained employees are more motivated, adaptable to change, and committed to organizational goals. Moreover, Raina et al. (2022) highlighted that a skilled workforce is essential for maintaining competitiveness in the hospitality sector. Their study on five-star hotels in Punjab emphasized the importance of training and education in improving employee performance and organizational productivity. Another important dimension of training is its impact on employee motivation and customer satisfaction. Singh and Ansari (2024) argue that since hospitality services involve direct interaction between employees and customers, the quality of service largely depends on employee competence and behavior, which can be improved through effective training programs. Overall, the literature suggests that hotel training programs are critical for multiple stakeholders, including employees, employers, and customers. While employees benefit through skill enhancement and career development, organizations gain through improved service quality and competitive advantage, and customers experience better service satisfaction. However, existing studies also reveal gaps in areas such as technological integration in training, evaluation of training effectiveness, and stakeholder-specific training needs, particularly in the Indian hospitality context.

Research Gap

While existing literature highlights the significance of training in enhancing service quality and workforce performance, there remains limited scholarly focus on how hotel training programs in India holistically address the expectations of diverse stakeholders and adapt to emerging challenges such as digital transformation, sustainability, and evolving guest preferences.

Objective of the Study

1. Find out the importance of training programs for stakeholders.

Research Methodology

This study adopts a qualitative and descriptive research design based on a systematic review of existing literature. Secondary data were collected from peer-reviewed journals, books, conference papers and reports, using databases such as Emerald Insight, Science Direct, Springer Link, and Google Scholar. Keywords including “hotel training programs,” “hospitality internships,” and “hospitality training in India” were used to identify relevant studies. The analysis was conducted thematically, focusing on three stakeholder perspectives: students, employers and academic institutions. Only hospitality-related and English-language studies were included, while irrelevant works were excluded. As a review-based study,



it is limited by the lack of primary data; however, ethical standards were maintained by proper citation and acknowledgment of sources.

Advantages of Training Program

The hospitality sector's service-intensive value proposition positions training as a strategic lever to drive service consistency, guest delight, and operational risk mitigation.

A review of existing literature underscores that hotel training programs create multidimensional value for all stakeholders within the hospitality ecosystem. At the employee level, training enhances role clarity, service recovery skills, cross-cultural competence and psychological safety (Kirkpatrick & Kirkpatrick, 2006; Baum, 2019). These developmental benefits contribute to higher job satisfaction, reduced turnover intentions, and improved career progression. Studies in the Indian context further highlight the importance of training in bridging the academia–industry gap, enabling graduates to transition more effectively into frontline roles (Rao & Sheel, 2017).

For management and property leadership, structured training ensures standardized operating procedures (SOPs), thereby reducing operational errors, improving audit scores, and strengthening productivity (Hayes & Ninemeier, 2021). Line managers also benefit from coaching-based training interventions that enable better team supervision and performance management. In addition, evidence indicates that well-trained employees contribute to superior financial performance, with positive associations reported between training intensity and revenue per available room (RevPAR) and gross operating profit per available room (GOPPAR) (Chand & Katou, 2007).

From the customer perspective, training significantly influences perceived service quality, complaint handling, and responsiveness, which are critical determinants of satisfaction, loyalty, and positive word-of-mouth (Parasuraman, Zeithaml, & Berry, 1988; Tsaur & Lin, 2004). Empirical studies show that guests rate their experiences more favorably in hotels where frontline staff are systematically trained in soft skills, communication, and empathy.

At the organizational and brand level, training contributes to compliance with global standards and local regulatory requirements, including food safety, hygiene, and occupational health norms. This not only mitigates operational and reputational risks but also enhances the brand's consistency across properties and regions (Kapoor & Solomon, 2020). Furthermore, training interventions in sustainability and digital adoption prepare hotels to adapt to emerging industry trends and evolving guest expectations, ensuring long-term competitiveness (Suh, West, & Shin, 2012).



Peterson & Hicks (1996) pointed out the benefits of training in hospitality industry. They said that training is an ongoing process and develop the latest core competences required for competitive advantages over their competitors. The benefits of training can be studied from following different perspectives:

From Students' Perspective: Internship provides many advantages to graduate students such as they can enhance the confidence level by internship training (Hejmadi, Bullock, Gould, & Lock, 2011). Researchers found that students who have under gone some kind of training demonstrate more active performance than the students without such type of training. Further, some studies show that the students or graduates with internship experience have more chances to be selected for a job rather than the students without internship experience (Knouse, Tanner, & Harris, 1999; Kwok, Adams, & Price, 2011). Therefore, many organizations' managers stress upon internship training so that the communication skills as well as analytical thinking could be developed in the students under training which is not possible under classroom teaching (Busby, 2003; Knouse & Fontenot, 2008; Lee, 2008).

From the employers' perspective: The program is also useful for employers because they get educationally qualified students as employees who are available at low cost. These fresh employees work with already existed employees of the organization (Beggs, Ross, & Goodwin, 2008). Therefore, internship provide more staff to the organization and the managers can make more deep assessment of the fresh employees' abilities and their work as compared to the assessment of employees by job interview. Another study conducted by Hildebeitel, Leauby, Larkin, & Morris, 2000 also added to the statement that the present employees of the organization would feel more satisfaction from their job if they have worked as interns in the same organization. The reason is that their expectations from the job are correspondent with their experiences obtained in the internship and it is more practical approach.

From Academic Institutions' Perspective: Academic institutions emphasize on students' industrial training to provide practical knowledge to the students. By providing practical knowledge to the students, academic institutions can get extra advantage over other institutions because internship training provided through these institutions create a positive image before potential college students and their parents consider that the internship experience would help to search a job quickly (Yiu & Law, 2012). In addition to it, Cook, Parker, & Pettijohn, (2004) also advocated this viewpoint and stated that it is possible to earn more credibility of academic institutions if their students/interns give good performance during internship. Therefore, it is clear that internship experience program provide benefits to all the three parties: Students/Interns, Employers and Academic institutions. The benefits of internship indicate that these support inclusion of training module in the curriculum of hospitality programmers (Yiu & Law, 2012). Along with these benefits, internship has one drawback i.e. if students are not satisfied with their internship



training then, they can have negative feeling towards their job and they would be discouraged to join such type of job after graduation. Studies (Chen, Ku, Shyr, Chen, & Chou, 2009; Lam & Ching, 2007; Singh & Dutta, 2010) supported the view and described that it is essential for the organization to sustain the satisfaction of students under training during internship experience.

Findings

The review of literature indicates that internship programs in the hospitality sector provide multidimensional benefits to students, employers, and academic institutions. From the students' perspective, internships enhance confidence, foster active performance, and significantly increase employability prospects compared to those without such training. They also help in developing essential skills such as communication, problem-solving, and analytical thinking, which classroom learning alone cannot provide. From the employers' perspective, internships supply cost-effective and educationally qualified staff who supplement existing employees while allowing managers to assess interns' abilities in real work settings more effectively than through traditional recruitment methods. Moreover, employees who previously interned within the same organization demonstrate higher job satisfaction, as their expectations align with their prior experiences. Academic institutions also benefit by enhancing their credibility and reputation when their students perform well in internships, thereby attracting more prospective students and gaining a competitive edge. Collectively, these advantages highlight that internships create value for all stakeholders and strengthen the argument for integrating structured training modules into hospitality curricula. However, the literature also cautions that negative internship experiences may lead to dissatisfaction and discourage students from pursuing careers in the field, emphasizing the need for organizations to ensure a positive and supportive internship environment.

To sum up, training provides right techniques to organization and manager for develop their competencies in a competitive market. There is need of implement the training programs in the hospitality organization.

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