

On the Job Training is a Strategic Weapon in Hotel Industry

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“On the job Training is the process that provides employees with the familiarity and the skills required to operate within the systems and standards set by management.” (Summerville 2007, 208)

“On the job Training, in the most simplistic definition, is an activity that changes people’s behavior.” (McClelland 2002, 7)

On the job On the job Training is an indispensable part of Human Resource Management activities; more and more Hotels have realized how important it is to maintain On the job Training in the changing and complex work environment.

I. ON THE JOB TRAINING HOTEL INDUSTRY

In modern hotel business, it is all about competence in people, and mainly the employees’ qualities. The level of service quality depends on the behavior of employees. The qualities are about understanding, skills and thoughts which lead to a hotel’s survival and progress. Therefore, On the job Training is important in many ways; it increases efficiency while employees are equipped with professional knowledge, knowledgeable skills and valid thoughts; On the job Training also motivates and inspires workers by providing employees all needed information on job as well as help them to recognize how important their jobs are. (Yafang Wang 2008.) On the job Training and development can be seen as a key instrument in the realization of HRM practices and policies. (Nickson 2007, 154-155) Successful hotels always include on the job Training as their important development policy.

II. THE IMPORTANCE OF ON THE JOB TRAINING

On the job Training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business.

With the development of the technologies and the whole business environment, employees are requested to be

- Encourages self-development and self-confidence

more trained and capable, even if you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs prearranged on the job on the job Training if wants to be competitive among others.

On the job Training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a pleasant atmosphere, correct work condition and the passion of work, team spirit will be built between employees and management team within the process.

On the job Training of work tasks is one of the main aspects of staff on the job Training, including principles at work, professional knowledge and skills, by offering employees these nuts and bolts, on the job Training helps personal abilities match with business necessities.

Guidance could be extremely demanding and should be in-depth; lack of on the job Training or poor on the job Training brings out high employee turnover and the delivery of substandard products and services.

III. BENEFITS OF ON THE JOB TRAINING

On the job Training enhances the capabilities of employees and strengthens their competitive advantage. Effective On the job Training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from staff on the job Training, customers and guests benefit as well, because of the received quality products and services.

A. Benefits the Employee

- Increases job satisfaction and recognition
During the On the job Training, employees will be introduced what is the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work.
- After systemized on the job Training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the on the job Training, they will be

- more confident with their work, so that better services will be provided.
- Moves employee closer to personal goals
- Employees gained not only professional knowledge and skills during on the job Training, it also broads their choices on setting career targets. They can get the opportunity to get to know other positions, increases the possibilities of promotions in the meantime.
- Helps the employee become an effective problem solver
- Practical experience can be taught and guided in the on the job Training; employees will learn the methods of solving problem or complaints during on the job Training.
- Allows the employee to become productive more quickly

On the job Training gives employees get familiar with their work tasks, advanced knowledge and techniques which improve their capabilities, increases productivity.

B. Benefits the management

- Aids in evaluating employee performance
- People who are responsible for on the job Training will find out those employees during On the job Training, who are quick learners, who have better knowledge and skills, so that different methods of on the job Training can be chosen, therefore, better results will be acquired.
- Aids in supporting systems and standards
- Within the on the job Training, employees will be introduced to the principles and standards of the hotel, together with the policies and procedures;

hence hotel can sustain its standards and system with the help of on the job Training.

- Helps identify employees for promotions or transfers
- During the on the job Training, employees’ abilities and personalities will be easily identified by experienced trainers, or some employees are more suitable for other positions, hotels can adjust and make best use of employees’ knowledge and abilities.

C. Benefits the organization

- Leads to improved profitability
- Owing to the growth of productivity and better services after on the job Training, it is more promised for the hotel to have more profits in return.
- Reduces accidents and safety violations
- Without organized on the job Training and guidance, especially employees who work with dangerous facilities, accidents are easily occurred, on the job Training can help organizations to prevent accidents.
- Aids in organizational development
- Hotels need to develop their technologies and way of working in order to be aggressive, and on the job Training assures the competitiveness, because on the job Training will bring good quality, effectiveness and loyal customers to the hotels.
- Reduces expenditure and costly employee turnover
- Wastage and damages in different departments are commonly found out in hotel operation, with the help of staff on the job Training; unnecessary wastage and damages can be avoided. Regular on the job Trainings can decrease work pressures and employee turnover, as a result, less labor cost will be spent and better service can be achieved.

IV. THE ON THE JOB TRAINING PROCESS

Assessing the on the job Training needs

Evaluating
The On the job Training

Carrying out the on the job Training

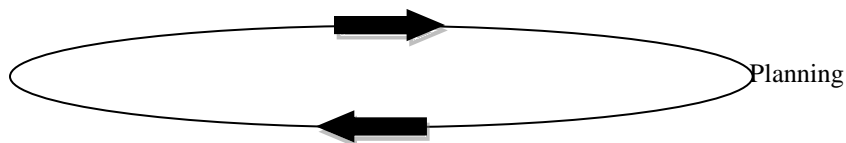


Figure 1 on the job Training Cycle

The on the job Training cycle (Figure 1) is circular; it begins with the needs assessment. A need of on the job Training always results from the difference between an ideal expect for employees' performances and the actual performances. On the job Trainings can also be provided for new employees to help them get familiar with the work environment and tasks etc. HR department should consider the related aspects for example job analysis, performance objectives etc.

The second step in the on the job Training cycle is the planning of the on the job Training. Planning is separated into specifying on the job Training objectives, designing on the job Training program, selecting on the job Training methods. On the job Training goals, On the job Training method, duration, program structure, location and selection of trainees etc. practical problems are to be answered in the planning stage.

After successfully planning the On the job Training, then the On the job Training program should be effectively carried out following the plan the trainer should be well prepared and skillful, and the trainees should be actively participating in the On the job Training.

Evaluation of the on the job Training is an unavoidable stage in the on the job Training process, to get the feedback helps adjusting and organizing future Plans for future on the job Training can be done in this stage. Evaluation is the ending stage of on the job Training Cycle but at the same time it is the basis for the new on the job Training cycle.

V. ON THE JOB TRAINING IN A GLOBAL PERSPECTIVE

As hotel business is often on an international level, so that on the job Training should also be internationalized. Cross-culture on the job Training needed to be taken into consideration when planning and designing on the job Trainings. Language On the job Training became especially important in international staff On the job Training.

On the job Training in global HRM is through various methods, attending courses and lectures in different schools or on the job Training centers, by using materials like readings, recordings, movies etc. to assist on the job Trainings. Since culture is a key factor in GHRM, therefore, culture topic is treated more seriously and carefully, employees should be trained well to deal with possible cultural misunderstandings or even conflicts. Practical information should be provided during the on the job Training, role play, simulations, and meetings with foreign employees will help the trainees to understand better.

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