

ANALYSIS OF TRAINING NEEDS FOR EMPLOYEES OF INTERNATIONAL FIVE-STAR HOTELS IN TAIPEI, TAIWAN

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Index: Training and development, employee training, training program, human resource management, manpower development

Abstract: The main purpose of this study is to explore the training demands of the employees working at the international five-star hotel in Taipei. The study is based on the questionnaire to those who work at four Taipei's international hotels and their departments, such as Front Desk Department, Food & Beverage Department and Room Department, are frequently interactive with their customers.

INTRODUCTION

There are many reasons driving the HRD to harmony with the strategic business plans, and HR plans. The purpose of HRD is the fundamental reason for organizational existence. As following:

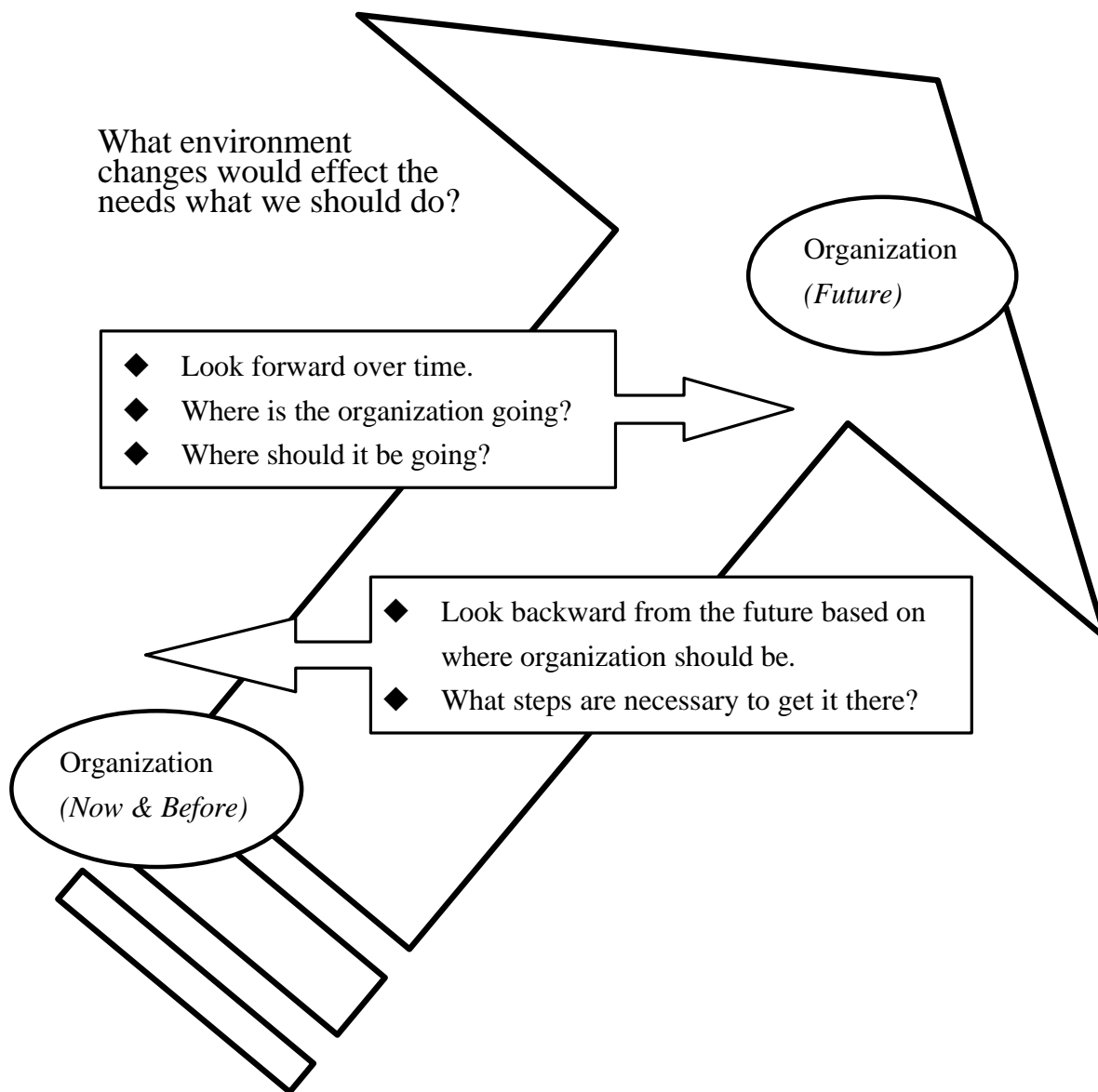
The purpose of human resource management

- ◆ HRD can be driven by organizational and Hr plans,
- ◆ HRD can be driven by perceived learning needs of managers and employees.
- ◆ HRD can be driven by comparisons between organizational plans and individual objects.
- ◆ HRD can act as a tool for aiding top management strategists define business and HR plans.
- ◆ HRD furnishes learners with artificial experience tied to organizational and HR plans.
- ◆ HRD provides feedback about implementation of plans in subsequent planning.
- ◆ HRD provides information to strategists about organizational strengths and weaknesses.
- ◆ HRD serves the inarticulated needs and interests of strategist.
- ◆ HRD shows people how to think strategically.
- ◆ HRD focuses on specific issues, problems, or projects of significant strategy to organization.

Identifying future learning needs

The significant keys in environmental scanning for human resource management, is to anticipate future learning needs based on present trends. Beginning with a broad overview of the future-oriented needs assessment, we will know how future-oriented needs can relate with the external groups like general public, consumers, suppliers, and distributors, and internal groups like people in workplace, individuals, and job categories.

Future What environment changes would effect the needs what we should do?



The purpose and method of the study

The main purpose of this study is to explore the training demands of the employees working at the international five-star hotel in Taipei. The study is based on the questionnaire to those who work at four Taipei's international hotels and their departments, such as Front Desk Department, Food & Beverage Department and Room Department, are frequently interactive with their customers.

There were 300 copies of the questionnaires had been distributed and 257 of them returned with the effective rate of 85.6%.

Discovery of Study

1. Characteristics of people taking the questionnaire

Sex : Mostly female

Age : First – 31~40 Second – 21~30

Education : First – Senior High School Second – Junior High School
& Junior College (Most not related to Tourism)

Department Classification:

Front Desk Department – 40%

Food & Beverage Department – 35%

Room Department – 25%

Position : Basic Level Workers – 74%

Work Experience under 5 years: 84%

(Most of them do not have long work experience in this industry)

2. Generally, the hotel employees have the demand for Professional Knowledge most. Second is Management Knowledge/Skills. Not too many people want to know Tourism related Knowledge & Information.

3. Individual backgrounds influence employees' training demands strongly

(1) The employees of Front Desk Department commonly have higher training demands for Professional Knowledge, Management Knowledge/Skills and Tourism related Knowledge & Information – much higher than Food & Beverage Department and Room Department.

(2) The training demands of the basic level workers are generally higher than those of supervisors

(3) The training demands of the employees whose work under 5 years are higher than those of employees whose work experience between 5 and 10 years.

(4) Male employees show higher training demands than female ones on all other courses, except language (English / Japanese), personal communication skill, hotel developing plan & external advanced training.

(5) The younger employees are more eagerly to know Tourism related Knowledge & Information

(6) The junior college graduates have higher demands for all categories knowledge than the high school graduates.

(7) No matter they are the tourism education background or not, their knowledge demands are no big difference except computer courses, dining & menu design and human resource planning & management.

4. Individual point of view & evaluation for training activities

(1) The employees of Front Desk Department think that the training courses are beneficial to the current / future jobs and also satisfied to the current training relatively.

(2) The attitude of basic level workers to the training is positive and good for the future jobs & promotion. Their satisfaction and voluntary orientation of training are higher, too.

(3) The less experience employees think that the training will help them on the current jobs and future promotion. They are more willing to attend the training than the more experience employees and mostly voluntary.

- (4) Male employees show more affirmative attitude than female ones to the benefit of training for the current jobs and voluntary attending the training.
 - (5) The employees whose ages above 36 think that training are more beneficial to self-developing. The age 26 ~ 30 group has the highest rate of training attendance.
 - (6) The higher education they are, the higher affirmation of training to the current jobs they have, same as the voluntary attendance of training.
 - (7) Most of the employees' evaluation and opinions for the training are similar – good for self-developing, no matter what kind of education backgrounds they are.
5. Priority of training forms – for future duties, periodic training, non-periodic training
- The employees are very glad to attend those training that will benefit to their current jobs and future duties. Periodic & Non-periodic trainings provide the knowledge/skills for their routine operation, and also to catch up the fast step of the hospitality industry. Most of the employees' education backgrounds are not tourism; it is necessary to provide the certain training courses by the corporate.
6. The employees who like to attend the training are more satisfied about the courses and also more voluntary to receiving the training.
7. Other discovery – Room Department: Most unique department at hotel
- (1) The majority of members of Room Department are aged female employees. Because of the special characteristics of their work contents and skills, it is very hard to alternate their works with other departments. They have relatively lower demands for training than other two departments.
 - (2) Generally, they have longer work experience and lower resignation rate than those ones at other two departments. It seems contradictive to the hypothesis – “the more training, the less resignation” in the study. Then we find out the reasons and explanation. The work contents of Room Department require the employee with special knowledge & skills but monotonous, containing a lot of labors. The elder employees are more stable than the younger ones.

CONCLUSION

- 1. Professional knowledge/skills related to current/future jobs are the most important demand of training
- 2. Individual backgrounds influence employees' training demands strongly
- 3. Age, work experience & sex influence employees' point of view & evaluation to training
- 4. Substantial gap exists between reaction and satisfaction to training
- 5. The employees who like to attend the training are more satisfied about the training courses and also more voluntary to receiving the training
- 6. The employees are very glad to attend those training that will benefit to their current jobs

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