

# ENGAGING INNOVATIVE KNOWLEDGE THROUGH APPLIED QUALITATIVE RESEARCH

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**A Grounded Theory Approach to Assess the  
Entrepreneur's Role in Implementing the Training  
Needs of a Small Business, a Hospitality Sector  
Perspective**

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# Introduction

## On-The-Job Training: Not Just an Option:

- An indispensable strategy against the tumultuous tide of global economic swings.
- Not just about operational capability—shaping the very essence of guest experiences.

## The Weight of Effective Training:

- A multifaceted tool: Beyond mere skill acquisition— Shaping the very mindset of the workforce.
- The importance of knowledge transfer: The true measure of training's efficacy is in the creation of effective work force.

## The Crucial Dilemma:

- A challenging Situation: Ensuring training aligns seamlessly with the organizational visions.
- The peril of incongruence: Training that doesn't resonate with goals can sabotage its own purpose the training is useless.

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# Literature Review

## Entrepreneurial Philosophy about Training

- Crucial role in the entrepreneur's mindset for on-the-job training.
- Entrepreneurs who valuing innovation and growth invest in employee training.
- Training alignment with practices of medium and large companies.

## Trends in the Hospitality Sector

- Constant shifts such as booking preferences, culinary tastes, and accommodation.
- Emphasis on regular employee training to adapt and excel on the job.

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# Literature Review

## Entrepreneurial Knowledge: The Pillar of Training

- Blend of expertise, skills, on going entrepreneurial training and future vision.
- Vital asset, especially during uncertainties.

## Knowledge Acquisition: The 3 Phases

- 1.Humanistic:** Rooted in the entrepreneur's mind.
- 2.Operational:** Translated into company processes by means of training.
- 3.External:** Gained from larger firms and external contacts.

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# Literature Review

## Successful Training in Small Business: 3 Key Factors

- Training Design.
- Employee Traits.
- Working Environment.

## Training Design

- Should be relevant to the business needs.

## Components of Training Design

- Knowledge from Entrepreneur.
- Curriculum and Agenda.
- Purpose to Harness existing knowledge and transfer of new knowledge.
- Followed by an Appraisal to be effective.



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# Literature Review

## Other Training Methodologies:

- Instruction Design: Experiential learning – instructions applied in practice.
  - Benefits: Real-time practice, enables feedback and error-based learning.
- Informal Learning: Unstructured and often spontaneous.
- Job Rotation: Exposes employees to continuous learning.
- Types: Functional (within department) and Cross-functional(across departments).
- Induction Training.

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# Methodology

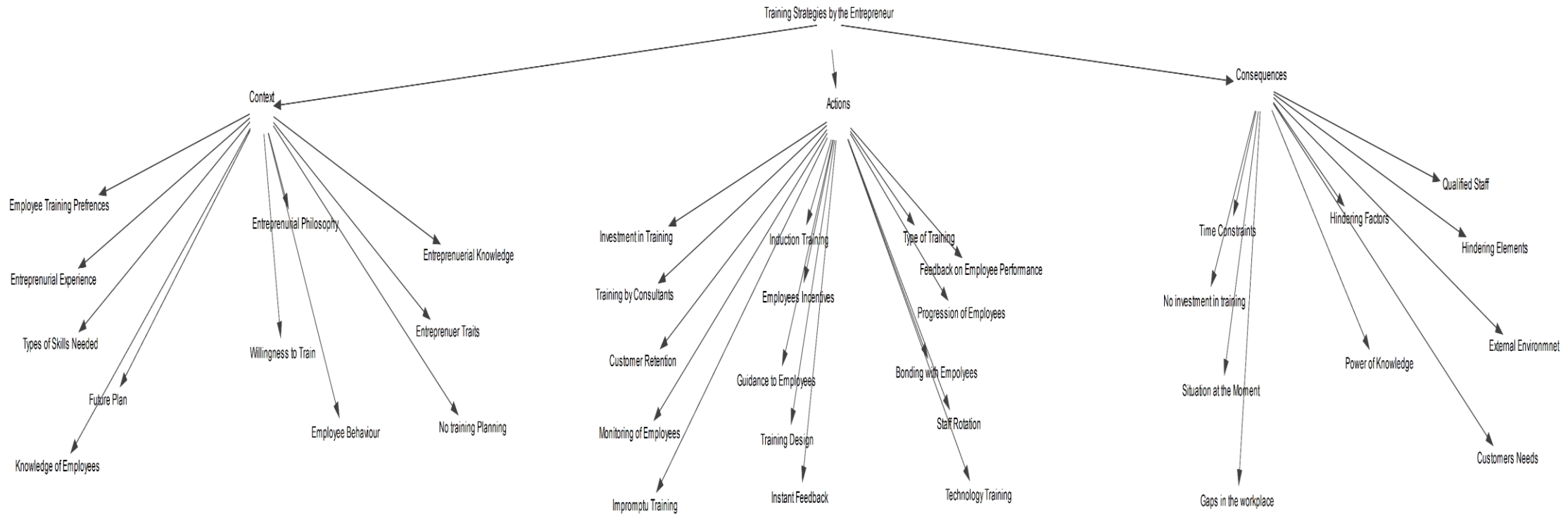
- Grounded Theory: Aim of research is to generate a rich, in-depth theoretical understanding of a social process or phenomenon, particularly in areas where existing theories are limited or absent.
- 4 participants.
- In-Vivo Coding, Memos and Paraphrasing using MAXQDA.
- Strauss and Corbin Conditional Matrix for Category Schema .
- Core Category: Training Strategies by the Entrepreneur
- Creative Coding.
- Code Proximity.

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## Creative Coding using MAXQDA





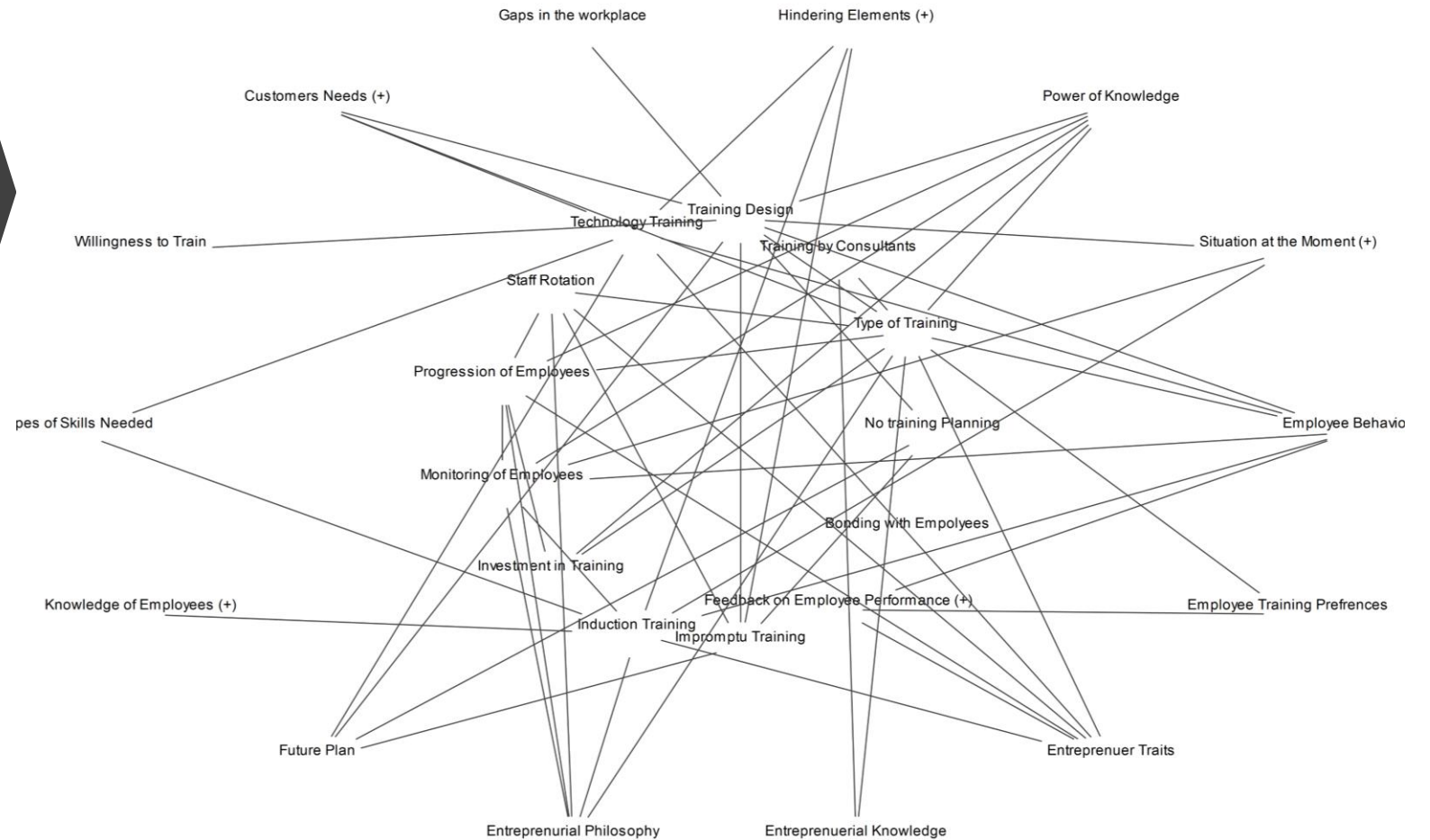
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Code  
Proximity  
Action Sub  
Codes

## Code Co-occurrence Model (Code Proximity)



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# Researcher Positionality

- **Research Approach:**
  - Adopted the Charmaz constructivist believe.
- **Constructivist Belief:**
  - Knowledge is constructed in stages it is not simply discovered.
  - Emphasis on unique life experiences as individual attributes.
  - From personal experiences, a social reality is constructed.

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## Findings

1. Training is an investment; it should be monitored and would lead to the progression of employees.
2. Employees' skills and knowledge should be considered before planning training.
3. Induction training will lead to bonding and building trust with employees.

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# Findings

4. Staff rotation leads to a progression of employees.

5. Customers' needs, and the external environment create new knowledge.

6. The entrepreneur should monitor the actual situation of his employees to identify training needs.

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# Research Question

**RQ: How do entrepreneurs identify and implement the training needs of a small business in the hospitality sector?**

The answer for the RQ: The Customer needs, through feedback, will enable the entrepreneur to assess the current skills of his employees to identify existing gaps to be implemented in the training design content.

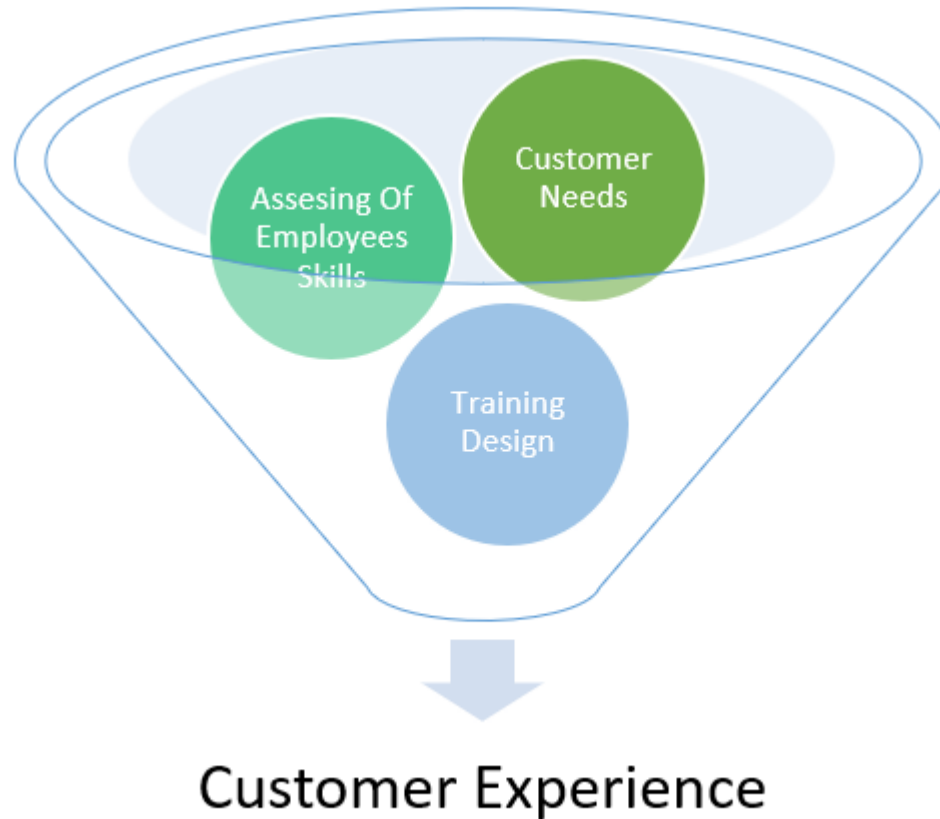


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# Conceptual Model



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## THANK YOU

