



Bernard Micallef Senior Lecturer 2 INSTITUTE OF TOURISM STUDIES

## Problem Statement

- This study aims to dissect the crucial role entrepreneurs play in driving training programs within small hospitality businesses.
- It seeks to enhance training practices in the hospitality sector by offering valuable insights and actionable recommendations centred around the entrepreneurial influence.

## General Research Approach

- Qualitative Research Method
- Qualitative research enables researchers to discover explicit and implicit procedures endorsed in data.
- A constructivist approach is implemented, emphasizing the building of knowledge through individual life experiences and their influence in forming social reality.
- The researcher maintains an objective posture, avoiding bias by not assuming an insider role, and instead, focuses on building relationships with participants to analyse their backgrounds and experiences.

## Research Project Overview

- The project investigated the role of entrepreneurs in implementing employee training within small hospitality firms, emphasizing the significance of such training for overcoming industry challenges and enhancing business success.
- Practical and relevant training programs were advocated for, highlighting their contribution to long-term performance in the competitive hospitality sector.

## Research Objective/s

### Main Research Objective

- To identify and critically evaluate a set of constructs relating to the implementation of training needs by entrepreneurs in a small organization in the hospitality sector.

### Secondary Objective 1

- To map out the entrepreneur learning process in implementing training needs relating to small businesses in the hospitality sector.

### Secondary Objective 2

- To provide entrepreneurs, policymakers, and academic researchers with an early conceptual model that can provide them with guidance on how to implement the training needs of small businesses.

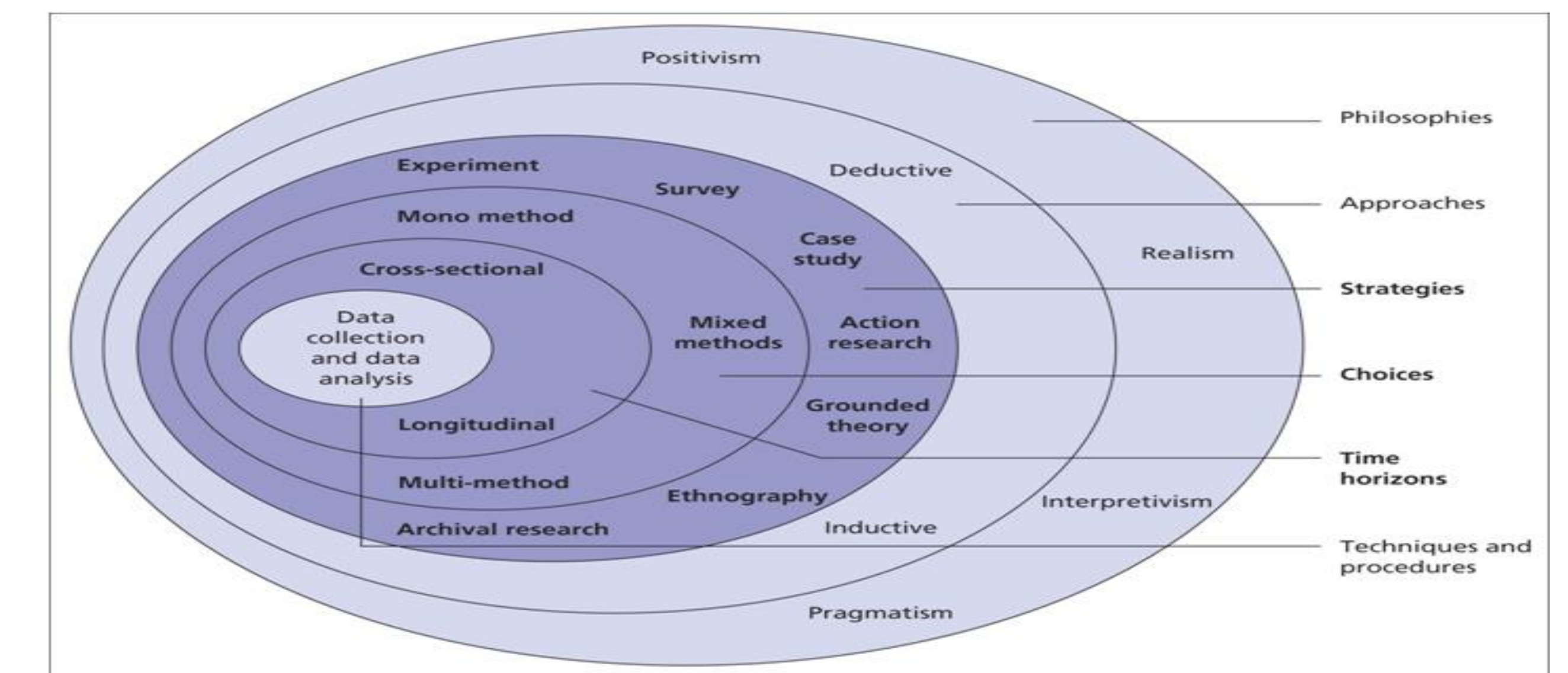
## Research Methodology

- Grounded Theory Methodology: Utilizes qualitative research and grounded theory, focusing on emerging concepts throughout the research process for in-depth data exploration.
- Constructivist Approach and Objectivity: Implements a constructivist approach, building knowledge through individual life experiences, and maintains objectivity by building relationships with participants for thorough background and experience analysis.
- Data Collection and In-Vivo Coding: Employs interviews for data collection, using both unstructured and in-depth methods, and applies in-vivo coding with MAXQDA software for detailed data analysis and theory development.

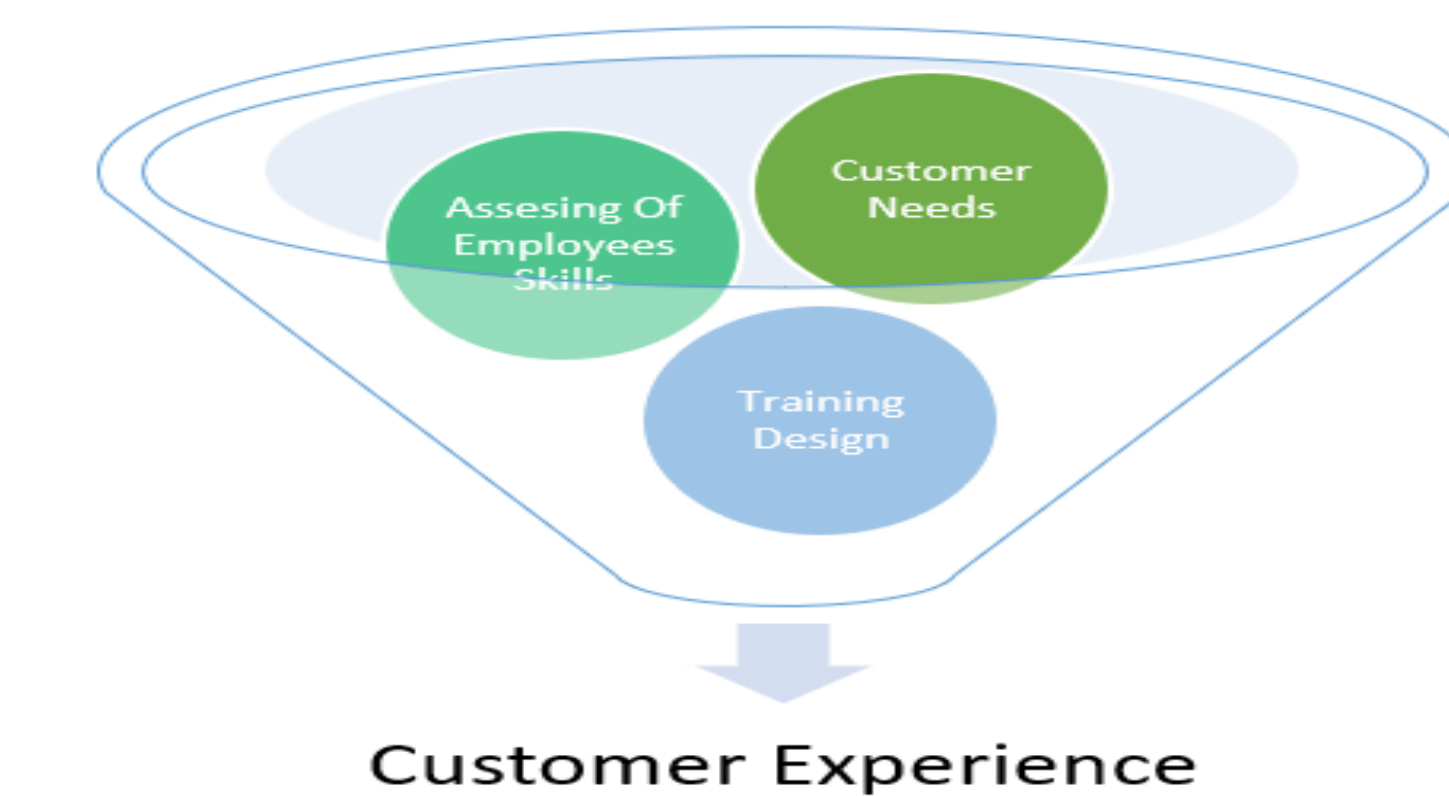
## Research Propositions or Key Findings

- Entrepreneurial Commitment to Training: Entrepreneurs widely acknowledge the critical role of on-the-job training in enhancing employee skills and establishing efficient work practices, fostering a culture of responsibility and awareness of duties.
- Training Tailored to Behaviour and Customer Insights: Training needs are identified through careful observation of employee behaviour and analysis of customer feedback, enabling the development of customized training programs that address specific skills and performance gaps.
- Strategic Training Design Informed by Feedback: Effective training requires strategic planning that incorporates both employee performance observations and guest feedback, ensuring that the training is relevant and contributes to both employee development and improved customer service.

## Key Figures & Visuals



- The research onion in the methodology section guides the research process from the outermost philosophical stance through approaches, design, and methods, to the specifics of data collection and analysis, ensuring coherence and alignment at every stage.
- The conceptual model in this study illustrates the researcher's understanding of the phenomenon's development, visually representing the theoretical framework behind the research question. It connects customer needs, employee skill assessment, and training design to customer experience and client sentiments, demonstrating how these elements interlink to facilitate on-the-job training in small businesses.



## Key References

- Birks M . & Mills, J, 2015. Essentials of Grounded Theory. In: J. Seaman, ed. Grounded Theory. Dorchester: Sage, p. 11.
- Charmaz, K., 2014. Constructing Grounded Theory. 2 ed. Dorchester: Sage
- Corbin, J. & Strauss, A., 2015. Basics of Qualitative Research. 4 ed. London : Sage.