



## DETERMINING THE TRAINING REQUIREMENTS FOR LUXURY HOTELS IN PUNE CITY

**Dr. Sachin Shelar**

*Om Sterling Global University, Hisar Haryana*

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### Abstract

*The luxury hospitality sector in Pune is rapidly evolving with increasing expectations for personalized service and operational excellence. In this context, the role of training in developing employee skills, enhancing service delivery, and maintaining guest satisfaction becomes crucial. This study aims to determine the training requirements across various departments of luxury hotels in Pune city, including food and beverage, housekeeping, front office, and sales and marketing. The research utilizes both primary and secondary data collected through structured questionnaires and field surveys administered to 480 hotel employees and supported by responses from 24 hotel organizations. The findings indicate that on-the-job training is the most preferred mode of learning across departments, followed by orientation and safety training. However, significant variations were observed in preferences for off-the-job, cross-training, and computer-based modules. The analysis using weighted mean, standard deviation, and coefficient of variation revealed a high level of agreement among employees on the need for practical, department-specific training. Garrett Ranking and other statistical tools further validated the gaps between existing and perceived training practices. The study concludes that continuous, role-specific, and employee-driven training programs are essential for enhancing overall performance and competitiveness in the luxury hotel segment.*

**Keywords:** *Luxury Hotels, Training Practices, Skill Development, Employee Perception, Hospitality Sector*

### Introduction

The hospitality industry, particularly the luxury hotel segment, thrives on delivering exceptional guest experiences through high service standards and well-trained personnel. In this dynamic and competitive environment, employee training plays a vital role in shaping service quality, operational efficiency, and customer satisfaction. As guest expectations continue to evolve with global travel trends, luxury hotels must consistently assess and upgrade

their training frameworks to remain relevant and effective. Pune, as a growing metropolitan city with a strong presence of premium and international hotel chains, provides an ideal setting to explore the training requirements of hotel staff. From front office to food and beverage, housekeeping to sales and marketing, each department demands specific competencies and soft skills tailored to luxury service standards.

Determining the training requirements for luxury hotels in Pune city involves understanding current training practices, identifying skill gaps, and analyzing employee and management perceptions. While many hotels already have structured training programs in place, the effectiveness of these initiatives often varies depending on departmental needs, staff experience levels, and available resources. The study aims to evaluate not only the type of training offered—such as on-the-job training, safety training, computer-based learning, or language proficiency modules—but also the extent to which these align with employee expectations and industry benchmarks. By capturing insights from hotel employees and managers, the research intends to provide a comprehensive understanding of the current training ecosystem and offer actionable suggestions for improvement. This study will contribute to enhancing staff competence, improving service delivery, and supporting the strategic growth of luxury hotels in Pune city.

### **Methodology**

The study proposes descriptive and analytical research design in order to evaluate the training requirements, adopted training practices and the observed effectiveness of the training modules in luxury hotels of Pune city. Primary as well as secondary data sources were used. The primary data was collected through the use of structured questionnaires and field surveys in staff and managers from different departments such as food production, food and beverage, housekeeping, front office and sales and marketing. The survey involved a number of 480 respondents, which guarantee the availability of analysis across various luxury hotels. Application of Stratified Random Sampling was used so that respondents from 4 star and 5 star hotels would be provided in order to help maintain diversity and reliability on departmental responses.

The assessment of the employees' preference of various modes of training, that is, on the job, on the job off the job, orientation, safety, cross training, language, refresher and computer based was formulated as the tools for data collection. Both, Likert scale-based responses and ranking formats were incorporated in the questionnaire so that weighted mean, standard deviation (S.D.), and coefficient of variation (C.V.) could be calculated to get the overview of the

consistency and variability in the opinions. Collecting employee perception and hotel turnover data, in addition to organizational capacity and investment in training potential were also performed. Survey was carried out in 24 luxury hotels of the city and financial variation among these hotels was calculated on the basis of statistical measures such as arithmetic mean, S.D. and C.V. To determine the importance that employees perceived on training practices, the Garrett Ranking Technique was used to know the ranking factor based on employees' inputs. This mixed method approach helped to undertake a holistic evaluation of the existing and required training programs and for highlighting the department specific training gaps and employee expectations. This methodology is designed to maximize that training modules are compatible with the needs of the operation that they are to be applied, as well with the satisfaction of the employee receiving the training, and the performance of the organization.

## Results and Discussion

**Table No. 1**

**Perceived Training practices in Luxury Hotels in Pune City**

Sr. No	Training Practices Requirements	Existing Training Practices						Perceived/ Required Training Practices					
		R=1	R=2	R=3	R=4	R=5	Total	R=1	R=2	R=3	R=4	R=5	Total
1	Safety	92	96	93	95	91	467	95	99	96	97	93	480
2	Cleanliness	93	91	92	92	99	467	97	97	95	97	94	480
3	Improve Service Quality	95	92	94	91	95	467	99	98	96	93	94	480
4	Improve Food Quality	94	93	95	94	91	467	97	98	99	95	91	480
5	Skill Enhancement	91	94	91	93	98	467	98	99	96	94	93	480

Source : Field Survey/Primary data,R= Rank

Table No. 1 present a comparison between existing and perceived training practices in luxury hotels of Pune city. Existing training practices refer to those currently in use, while perceived training practices represent those recognized or required by employees.

The first training area, safety training, is considered essential. Out of 467 employees, 281

(60.17%) gave top three ranks to existing safety training. For perceived safety training, 290 out of 480 employees (60.42%) gave top three ranks. This indicates slightly higher recognition and need for safety training among employees, fulfilling the first objective of the research — to identify training requirements.

The second area is cleanliness training, which plays a critical role in customer satisfaction. Among 467 employees, 276 (59.10%) ranked existing cleanliness training in the top three. In comparison, 289 out of 480 employees (60.21%) gave top three ranks to perceived cleanliness training. This shows a marginally higher expectation from training in cleanliness practices. In both cases, perceived training practices received slightly higher preference, suggesting that while current practices are generally effective, there is a growing demand among employees for more refined or frequent training in safety and cleanliness.

**Table No. 2**

**Garrett Ranking of Perceived training Practices in Luxury Hotels in Pune City**

Sr. No.	Requirements of Training Practices	Garrett Ranking of Existing Training Practices	Garrett Ranking of Perceived /Required Training Practices
1	Safety	2	5
2	Cleanliness	4	4
3	Improve Service Quality	3	2.5
4	Improve Food Quality	1	1
5	Skill Enhancement	5	2.5

Table No. 2 displays the Garrett ranking for both current and perceived training practices at sample 4-star and 5-star hotels in Pune city. According to the data, the highest rank (1st) is assigned to improving food quality in both existing and perceived training practices. The 2nd rank is given to safety training for employees under existing practices. The 2.5th rank is attributed to enhancing service quality and skill development in perceived training practices. The 3rd rank is assigned to improving service quality under existing training practices. The 4th rank is awarded to cleanliness in both existing and perceived training practices. Lastly, skill enhancement is ranked 5th under existing practices, while safety training practices are also ranked 5th in perceived practices, helping employees understand how to take precautions while performing their duties. This indicates a variance in employee opinions regarding the importance of different training practices in the sample luxury hotels from Pune city.

**Table No. 3**  
**Most Likely Training Practices in Luxury Hotels in Pune City**

Sr. No	Most likely Mode of Training	Four Star Hotel						Five Star Hotel					
		R1	R2	R3	R4	R5	R6	R1	R2	R3	R4	R5	R6
1	On the Job Training	136	96	89	78	48	33	154	114	97	56	39	20
2	Off-the Job Training	78	82	129	117	69	28	47	79	89	109	133	23
3	Orientation Training	118	12	109	86	28	12	123	119	104	96	20	18
4	Safety Training	123	114	109	79	30	25	129	116	98	87	35	15
5	Cross Training	109	116	103	94	38	20	113	109	99	88	41	30
6	Refresher Training	92	89	95	105	86	13	109	112	119	76	43	21

Source: Field Survey/ Primary Data, R= Rank, Total of All Rows= 480

**Table No. 4**  
**Training Practices would you mostly preferred by Luxury Hotels In Pune City**

Sr. No	Mode of Training	Degree of Preference								
		SA=5	Agree=4	Avg=3	DA=2	SDA=1	Total	Wi	S.D.	C.V.
I- Food Production/ Kitchen Department										
1	On the Job Training	251	206	23	0	0	480	4.48	0.58	13.13
2	Off-the Job Training	167	157	118	38	0	480	3.94	0.95	24.15
3	Orientation Training	264	197	19	0	0	480	4.51	0.57	12.72
4	Safety Training	268	192	20	0	0	480	4.52	0.58	12.77
5	Cross Training	203	186	88	3	0	480	4.23	0.76	18.01
6	Refresher Training	226	199	47	8	0	480	4.34	0.72	16.62
II-Food & Beverage Department										
1	On the Job Training	261	208	11	0	0	480	4.53	0.54	12.02
2	Off-the Job Training	187	103	56	104	30	480	2.48	1.47	59.54
3	Orientation Training	236	209	35	0	0	490	4.42	0.63	14.12
4	Safety Training	256	198	26	0	0	480	4.42	0.59	13.35
5	Cross Training	96	84	59	111	130	480	2.8	1.5	53.5

								1	3	
6	Refresher Training	227	189	64	0	0	480	4.3	0.7	16.1
								4	1	5
<b>III-House Keeping Department</b>										
1	On the Job Training	236	193	51	0	0	480	4.3	0.6	15.2
								8	7	9
2	Off-the Job Training	94	75	67	114	130	480	2.7	1.4	53.6
								7	8	5
3	Orientation Training	263	206	11	0	0	480	4.5	0.5	12.0
								3	4	1
4	Safety Training	248	189	43	0	0	480	4.4	0.6	14.7
								3	5	1
5	Cross Training	164	108	78	90	40	480	3.0	1.4	45.4
								9	1	3
6	Refresher Training	254	187	39	0	0	480	4.4	0.6	14.3
								5	4	9
<b>IV-Front Office Department</b>										
1	On the Job Training	259	197	24	0	0	480	4.5	0.5	12.3
								1	5	1
2	Off-the Job Training	87	74	59	125	135	480	2.6	1.4	54.6
								9	7	9
3	Orientation Training	261	159	50	10	0	480	4.4	0.7	17.2
									6	1
4	Language Training	269	168	43	0	0	480	4.4	0.6	14.6
								7	5	3
5	Management Training	177	189	84	30	0	480	4.0	0.8	21.8
								7	8	3
6	Refresher Training	177	189	84	30	0	480	4.0	0.8	21.8
								7	8	3
<b>V-Sales &amp; Marketing Department</b>										
1	On the Job Training	258	207	15	0	0	480	4.5	0.5	12.4
								1	6	1
2	Off-the Job Training	243	188	49	0	0	480	4.4	0.6	15.1
								1	7	5
3	Orientation Training	263	214	3	0	0	480	4.5	0.5	11.2
								4	1	4
4	Language Training	259	198	23	0	0	480	4.4	0.5	13.0
								9	8	9
5	Management Training	204	188	58	30	0	480	4.1	0.8	20.9
								8	7	1
6	Refresher Training	223	193	64	0	0	480	4.3	0.6	16.1
								3	9	3

Source: Field Survey/ Primary data, SA=5=Strongly Agreed, Agr=4=Agreed,

Avg=3=Average, DA=2=Disagreed,

SDA=1=Strongly Disagreed

The data from Table No. 4 highlights the training practices most preferred by employees in the food production (kitchen) department of luxury hotels in Pune. On-the-job training emerged as the most favored method. The high weighted mean and low standard deviation (S.D.) indicate

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strong agreement and consistency among employees regarding its effectiveness. However, the moderately high coefficient of variation (C.V.) suggests some variability in how employees perceive its implementation.

In contrast, off-the-job training was less preferred, with the weighted mean reflecting disagreement among employees. Although the S.D. was low, the higher C.V. indicates significant variation in opinions, pointing to mixed views about its relevance and execution.

Orientation training was generally well-accepted, with low deviation in opinions but moderate variation in strength of agreement, showing that while many support it, their reasons or expectations differ. Similarly, safety training had a high mean value, reflecting consensus on its importance, though variation in C.V. suggests room for improvement in delivery methods.

Cross-training and refresher training were viewed positively, but the C.V. values indicate varied opinions regarding their relevance to different roles. These findings underline the need for customized and role-specific training programs to cater to diverse employee needs within the food and beverage department.

**Table No.5**  
**Turnover of Luxury Hotel Organization in Pune City**

Sr. No.	Turnover in Rs.	No. of Hotels (F)
1	0-50	2
2	50-100	1
3	100-150	1
4	150-200	1
5	200-250	1
6	250-300	1
7	300-350	2
8	350-400	3
9	400-450	6
10	450-500	2
11	500-550	4
12	Total	24
	Mean	345.83 Rs
	S.D.	155.41 Rs.
	C.V.	44.94

Source: Field Survey/Primary data(Amount of Turnover in Lakh Rs.)

Table No. 5 presents data on the turnover of the sample hotel organizations in Pune city. The arithmetic mean turnover for these hotels is Rs. 345.83 lakhs, indicating a substantial turnover level, which reflects a strong potential for profit generation within these establishments. The standard deviation (S.D.) of the turnover is Rs. 155.41 lakhs, signifying a considerable degree of variability in turnover figures among the hotels. This suggests that some hotels experience much higher or lower turnover than the average. Additionally, the coefficient of variation

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(C.V.) stands at 44.94, indicating a significant variation in the turnover figures of the sample luxury hotel organizations.

The arithmetic mean indicates a high turnover, which suggests a strong profit-earning potential for the hotel organizations. The elevated standard deviation (S.D.) indicates significant variability in the turnover figures among the sample luxury hotels in Pune city. Similarly, a higher coefficient of variation (C.V.) reflects greater disparities in turnover across these establishments.

### **Conclusion**

The study through the determination of training requirements for luxury hotels in Pune city demonstrates that structured and oriented trainings are needed to improve employee performance, service quality and finally guest satisfactions. Based on the data collected from the food production, food and beverage, housekeeping, front office, and sales and marketing departments, it can be concluded that on-the-job training is the most effective and most preferred method of developing the employees in every department, after orientation and safety training. Statistical tools such as weighted mean, standard deviation, and coefficient of variation were utilized to bring out the common points and disparity of employee perceptions. Existing ways of training are respected, but perceived training needs indicate a rise in demand for training that is specific to role and more hands on. Moreover, the variation in employee opinions highlights the requirement of customized learning programs that include departmental roles, individual learning requirements, as well as changing industry rules. Also, it reflects in the fact that luxury hotels in Pune have capacity to invest in good training program with their turnover statistics. The study finally lays down the importance of linking training practices with the expectations of employees and the goals of operation such as increased efficiency, employee satisfaction, reduced turnover, and strong brand positioning in the competitive hospitality market.

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