



UNDERSTANDING TRAINING MODULES FOR SKILL ENHANCEMENT IN LUXURY HOTELS OF PUNE CITY

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Abstract

The hospitality industry, especially in the luxury segment, requires a highly skilled and professionally trained workforce to maintain exceptional service standards. In Pune city, the rise of four-star and five-star hotels has created a demand for structured training programs that cater to both technical and soft skill development among employees. This study focuses on understanding the types of training modules used in luxury hotels for skill enhancement, including on-the-job training, off-the-job training, safety training, orientation, management training, refresher training, and computer-based modules.

Primary data was collected from 480 employees across various departments such as food production, housekeeping, front office, food and beverage, and sales and marketing. Using statistical tools like weighted mean, standard deviation, and coefficient of variation, the study assessed the effectiveness and preference of different training practices. Findings indicate that on-the-job training, orientation programs, and safety modules are widely accepted and perceived as the most beneficial by employees. Moreover, the study explores the rationale behind conducting these training programs, such as increasing efficiency, enhancing customer satisfaction, reducing errors, and promoting job satisfaction. The results underline the importance of customizing training modules to suit departmental needs and employee expectations. The study concludes that continuous and structured training not only improves skill sets but also contributes to organizational growth and service excellence.

Keywords: Skill Development, Training Modules, Luxury Hotels, Employee Efficiency, Hospitality Sector

Introduction

The high service standards and importance of employee competence make the industry good reference. In an industry such as this, luxury hotels are still at an even higher standard when it comes to expectations, where the staff are continuing to show professionalism, efficiency and above all interpersonal skills. In such a scenario, training modules for skill enhancement assume great importance. In particular, these modules not only just provide operational

knowledge on end, but also cover soft skills, safety, hygiene, technology to be used and personalize guest handling. With a growing number of four star and five-star hotels coming up in Pune that is emerging as one of the prominent destinations for luxury hospitality, training practices are assuming significant nature and effectiveness. Training programmes designed to fill the service quality gap between required level of service by the customer and employees' capability to deliver this level of service contribute positively to the achievement of consistency in quality and achieving service excellence.

The objective of this study is to investigate the type of training modules available in luxury hotels of Pune city and their relevance, delivery mechanism and efficiency in building the strengths of employees. The on-the job training, orientation, safety training, language proficiency, refresher training and computer-based learning are among the modules. The study gathers feedback from employees and managerial staffs from different departments such as food and beverage, housekeeping, front office and sales and marketing, to establish how well these modules measure up to real job requirements and employee expectations. In addition, it assesses to what extent current training practices of the hospitality sector meet the dynamic needs of the sector and provide for long-term employee development. It is envisaged that they would be used as insights for the hotel managements to refine their training strategies, create a learning culture, and ensure service excellence in a highly competitive market.

Methodology

The present research study follows the descriptive and quantitative approach to identify the current training practices, their relevance and its relation with the skill enhancement and organizational growth in luxurious hotels in Pune city. Structured questionnaires were used to collect primary data from employees and managerial staff of departments of food production, housekeeping, front office, food and beverage, and sales and marketing. The total of 480 employees and 24 hotel organizations (both four star and five star hotels) were chosen to be a part of sample in using stratified random sampling to ensure departmental and organizational diversity.

Five point Likert scale was used in designing the questionnaires to capture employee perceptions on training modules such as on the job training, off the job training, orientation, safety, management, refreshers as well as language training. The study also collected information on the reasons prompting companies to implement training programmes, namely, to raise productivity, to improve service quality, to ensure safety, to develop skills, and to enhance customer satisfaction. Consistency and variability in responses were analysed using

statistical tools which include Weighted Mean (Wi), Standard deviation (S.D.) and Coefficient of variation (C.V.). Training practices were ranked using Garrett Ranking Method. In addition, the organizational turnover data that helps to understand the financial capacity of hotels to invest for training was analyzed. By using this mixed-data approach, we were able to get a complete picture of how training programs are currently being run, how they are viewed, how these programs play a role in making their employees more productive and helping grow their organization. The findings lead to the gap analysis and suggest department specific training design and delivery improvements.

Results and Discussion

Table No. 1

Existing Training Practices Executed in Luxury Hotels in Pune City

Sr. No.	Training Practices Used	Four Star Hotel						Five Star Hotel					
		SA=5	Agre=4	Avg=3	DA=2	SD=1	Total	SA=5	Agree=4	Avg.=3	DA=2	SD=1	Total
1	On the Job Training	146	104	30	0	0	280	104	74	22	00	00	200
2	Off-the Job Training	28	42	122	78	10	280	20	30	87	56	07	200
3	Orientation Training	156	104	20	00	00	280	112	74	14	00	00	200
4	Safety Training	134	122	24	00	00	280	96	87	17	00	00	200

Source : Field Survey/Primary data SA= 5=Strongly Agree, Agr= 4=Agree, Avg=3=Average, Dis-Agree=2, SD= 1=Strongly Disagree.

Table No. 1 outlines the existing training practices utilized in luxury hotels in Pune city. These training methods are implemented to enhance employee skills, with each method offering its own set of advantages and disadvantages. The data on existing training practices is categorized into two sections: four-star hotels and five-star hotels. The frequency of each training practice is presented using a five-point Likert scale: SA = 5 (Strongly Agreed), Agree = 4 (Agreed), Avg. = 3 (Average), DA = 2 (Disagreed), SDA = 1 (Strongly Disagreed).

This structured approach allows for a clear understanding of how employees perceive the effectiveness of various training methods in their respective hotel categories.

Table No.2
Existing Training Practices Executed in Luxury Hotels in Pune City

Sr. No.	Training Practices Used	Four Star Hotel			Five Star Hotel		
		Wi	S.D.	C.V.	Wi	S.D.	C.V.
1	On the Job Training	4.42	65.86	117.61	4.41	46.84	117.1
2	Off-the Job Training	3.0	44.54	79.83	3.0	31.83	79.57
3	Orientation Training	4.48	70.48	123.85	4.49	50.54	126.35
4	Safety Training	4.392	66.58	118.89	4.395	47.63	119.07
5	Management Training	4.007	54.89	98.02	4.01	39.21	98.02

Wi= Weighted Mean , S.D.= Standard Deviation, C.V. = Coefficient of Variation

Graph No. 1

Existing Training Practices Executed in Luxury Hotels in Pune City

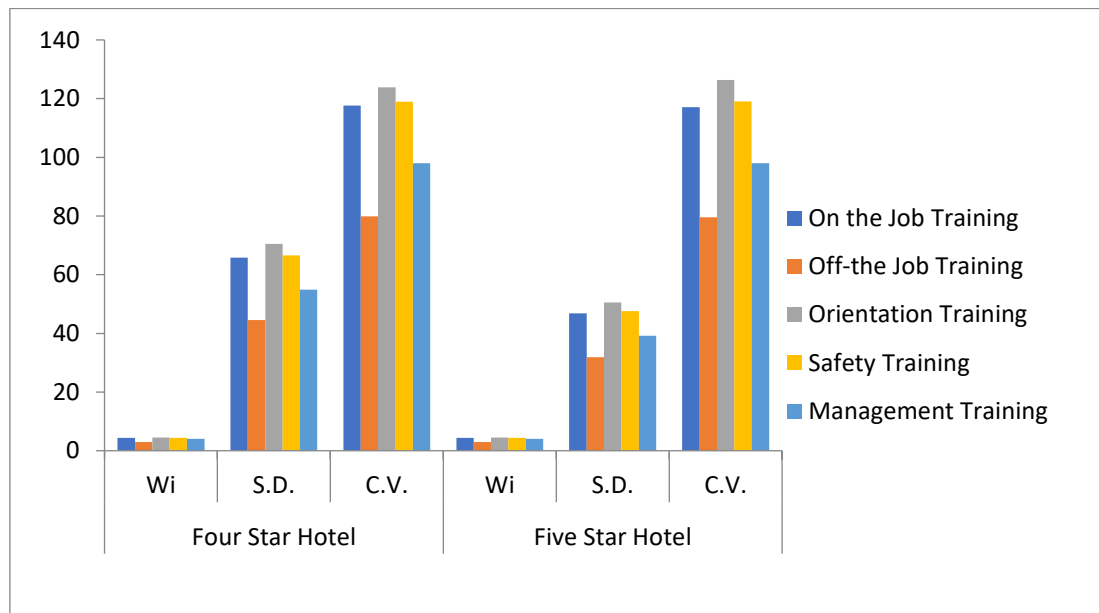


Table No. 2 presents descriptive statistics of the existing training practices employed by luxury hotels in Pune city. The data is analyzed using a five-point Likert scale, allowing the researcher to calculate the weighted mean, standard deviation (S.D.), and coefficient of variation (C.V.) for both four-star and five-star hotels regarding their training methods.

On-the-Job Training: Luxury hotel employees, particularly in the food and beverage department, receive on-the-job training through various methods, including operational training, simulation training, vocational training, and more. The weighted mean for four-star hotels is 2, indicating agreement on the effectiveness of on-the-job training. The S.D. for four-star hotels is 65.86, compared to 46.84 for five-star hotels, suggesting that five-star employees exhibit less deviation in their opinions. The C.V. values are 117.61 for four-star and 117.1 for five-star hotels, indicating a higher consistency in five-star hotels' opinions.

Off-the-Job Training: This includes methods like role-playing and lectures. The weighted mean for both four-star and five-star hotels is 3.0, reflecting an average use of off-the-job training. The S.D. values are 44.54 for four-star and 31.83 for five-star hotels, showing less variation in five-star hotel employees' opinions. The C.V. values are 79.83 for four-star and 79.57 for five-star hotels, with higher consistency in five-star hotels. **Orientation Training:** Known by various names such as induction and onboarding training, orientation training is crucial for new employees. This training provides essential information about the organization.

Management Training: Also referred to as executive or leadership training, management training helps employees develop crucial management skills. The weighted mean for this training is 4.007 for four-star hotels and 4.01 for five-star hotels, indicating agreement among employees on its importance. The S.D. values are 54.89 for four-star and 39.21 for five-star hotels, revealing greater variability in four-star hotel employees' opinions. Both hotel categories show a C.V. of 98.02, indicating a higher variation in responses. The research study successfully identifies the various training modules available for skill enhancement in luxury hotels in Pune city.

Table No.3
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. 3 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 (C.V.) stands at 44.94, indicating a significant variation in the turnover figures of the sample luxury hotel organizations. (Kiran Waghchoure, 2021,P.114- 11 5)

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.

Training practices and Programmes conducted to improve and growth of Organization

The sole objective of conducting training programme and practice is to improve efficiency and productivity. This increased efficiency and productivity of employees helps in improving growth of the organization. Therefore, researcher collected data related to training practices helps in improving growth of sample luxury hotel organizations, and presented data in the following table:

Table No. 4

Reasons of Training practices and programmes conducted to improve and growth of Organization

Sr. No.	Reasons of providing Training	SA =5	Ag r=4	Av g=3	DA =2	SD =1	Tot al	Wi	S.D	C. V.
1	Growth Opportunities & Promotion	66	49	5	0	0	120	4.5 1	0.5 8	12. 81
2	Creating Safety Awareness	63	51	6	0	0	120	4.4 8	0.5 9	13. 21
3	To Control Cost of Service	64	56	0	0	0	120	4.5 3	0.4 9	11. 01
4	Job Satisfaction	61	53	6	0	0	120	4.4 6	0.5 9	13. 24
5	Skill Development	62	58	0	0	0	120	4.5 1	0.4 9	11. 06
6	Increasing Productivity	68	52	0	0	0	120	4.5 7	0.4 9	10. 85
7	Increasing efficiency	69	51	0	0	0	120	4.5 8	0.4 9	10. 8
8	Maximum Utilization of Resources	66	50	4	0	0	120	4.5 2	0.5 6	12. 45
9	Improving Service Quality	67	53	0	0	0	120	4.5 6	0.5 2	11. 36
10	Decreasing wastage	65	45	10	0	0	120	4.4 6	0.6 4	14. 45
11	Increasing customer's satisfaction	72	48	0	0	0	120	4.6 8	0.4 8	10. 65
12	Reducing No. of Accidents	69	51	0	0	0	120	4.5 8	0.4 9	10. 8

Source: Field Survey/Primary data .SA=5=Strongly Agreed, Agr=4=Agreed, Avg=3=Average, DA=2=Disagreed, SD=1=Strongly Disagreed

Table No. 4.29 presents data on the training practices implemented to enhance the growth of sample luxury hotel organizations. The weighted mean indicates strong agreement among employees about the importance of training for providing growth opportunities and chances for promotion. The standard deviation (S.D.) is relatively low, signifying minimal deviation from the mean regarding the significance of growth opportunities and promotions. However, the coefficient of variation (C.V.) is slightly higher, suggesting some variability in perceptions about how effectively training programs facilitate growth and promotional opportunities for employees. (Sandip Tapkir, 2018, p. 116)

The second rationale for conducting employee training is to foster safety awareness. The weighted mean indicates that employees generally agree on the importance of training for creating safety awareness. The standard deviation (S.D.) is low, indicating minimal deviation from the mean concerning the significance of safety awareness training. However, the coefficient of variation (C.V.) is higher, reflecting greater variability in managers' opinions regarding the importance of creating safety awareness through training initiatives.

The third rationale for conducting employee training is to manage service costs effectively. The weighted mean indicates strong agreement among employees regarding the importance of training for cost control. The standard deviation (S.D.) is low, suggesting minimal variation in managers' opinions about the necessity of training for controlling service costs in sample luxury hotels. Similarly, the coefficient of variation (C.V.) is also low, indicating that there is little variability in managers' views on the importance of this training objective.

The fourth rationale for conducting training is to enhance job satisfaction among employees. The weighted mean reflects general agreement on the importance of training for promoting job satisfaction. The standard deviation (S.D.) is low, indicating minimal variation in employee opinions about this training reason. However, the coefficient of variation (C.V.) is slightly higher, suggesting a greater variability in managers' perspectives on the significance of job satisfaction as a reason for employee training in sample luxury hotels.

The fifth rationale for conducting training is skill development. The weighted mean indicates strong agreement on the importance of training for enhancing employees' skills. The standard deviation (S.D.) is low, signifying minimal variation in managers' opinions regarding the necessity of skill development training. However, the coefficient of variation (C.V.) is slightly higher, suggesting some variability in managers' views about the role of training in skill development among employees in the sample luxury hotels.

The sixth reason for employee training is to enhance productivity. The weighted mean shows strong agreement on the significance of training in boosting employee productivity. The standard deviation (S.D.) is low, indicating minimal variation in managers' opinions regarding this reason for training. Similarly, the coefficient of variation (C.V.) is also low, reflecting consistent views among managers in the sample luxury hotels about the role of training in improving employee productivity. (Rajeshree Pol, 2020, p. 108-109)

The seventh rationale for employee training is to enhance the efficiency of staff in sample luxury hotels. The weighted mean reflects strong agreement on the importance of this training focus. The standard deviation (S.D.) is low, indicating minimal variation in managers' opinions regarding the training's impact on efficiency. Additionally, the coefficient of variation (C.V.) is also low, suggesting that there is consistent agreement among managers about the role of training in improving employee efficiency.

The eighth rationale for training employees is to ensure maximum utilization of resources. The weighted mean indicates strong agreement on this training objective. The standard deviation (S.D.) is low, signifying minimal variation in managers' opinions about the importance of this training for resource optimization. However, the coefficient of variation (C.V.) is slightly higher, suggesting a bit more variation in managers' perspectives regarding the role of training in achieving maximum resource utilization. The ninth rationale for training employees is to enhance service quality. The weighted mean indicates strong agreement on this objective. The standard deviation (S.D.) is low, suggesting minimal variation in managers' opinions regarding the importance of training for improving service quality. Additionally, the coefficient of variation (C.V.) is slightly lower, indicating a relatively consistent viewpoint among managers about the role of training in enhancing service quality for employees. The tenth rationale for training employees is to reduce waste in sample luxury hotels. The weighted mean reflects general agreement on this objective. The standard deviation (S.D.) is low, indicating minimal deviation from the mean in managers' opinions. However, the coefficient of variation (C.V.) is higher, suggesting greater variability in managers' perspectives regarding the importance of training aimed at decreasing waste among employees.

The eleventh rationale for training employees is to enhance customer satisfaction. The weighted mean indicates strong agreement on the significance of this goal. The standard deviation (S.D.) is low, suggesting minimal deviation in managers' opinions about its importance. Additionally, the coefficient of variation (C.V.) is slightly lower, indicating less variability in the perspectives of managers concerning the role of training in boosting customer

satisfaction. The twelfth basis for training employees is to reduce the incidence of accidents. The weighted mean reflects an agreement on the importance of this objective. The standard deviation (S.D.) is low, indicating minimal deviation in managers' opinions on the necessity of training for accident reduction. Additionally, the coefficient of variation (C.V.) is slightly lower, suggesting a minor reduction in variability in managers' views regarding the role of training in decreasing accidents.

Conclusion

The study highlights the critical role of training modules in enhancing employee skills within the luxury hotel segment of Pune city. As the hospitality industry becomes increasingly competitive and guest expectations rise, it becomes essential for hotels to invest in well-structured and department-specific training programs. The findings reveal that on-the-job training, orientation sessions, and safety training are among the most preferred and effective methods across departments. These training practices not only enhance operational efficiency but also contribute to employee confidence, job satisfaction, and professional growth. Data analysis using weighted mean, standard deviation, and coefficient of variation demonstrated a high level of agreement among employees regarding the importance of these modules. However, the presence of some variability in responses suggests a need for more customized and flexible training approaches to address diverse employee needs. Additionally, the rationale for implementing training programs—such as increasing productivity, improving service quality, reducing accidents, and promoting customer satisfaction—shows a direct link between employee training and organizational performance. The research concludes that training modules, when designed strategically and delivered effectively, serve as powerful tools for employee development and business sustainability. Continuous assessment, employee feedback, and departmental alignment are key to ensuring that training programs remain relevant, practical, and impactful in the dynamic environment of luxury hospitality.

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