

Satisfaction Level Of Employees And Perception And Opinion Of Employees Regarding Training Practices In Luxury Hotels From Pune City

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ABSTRACT

Experiential learning is the process of learning by action- by 'doing', which is very important in experiencing the world beyond classroom teaching. This article is a reflective note on an internship experience and explains the importance of student's action in the field. The article highlights the importance of experiential learning in bridging the gap between theories and practice and how field experiences would help students grow not only as academicians but also at a personal level. Through reflection, the article underlies the significance of incorporating experiential learning through internships in sociology curriculum in universities.

Keywords: experiential learning, internship, sociology, experiences, reflection

1. INTRODUCTION

Today people are more mobile due to their business and profession and tourism, hence human life restaurants and hotels play a very significant role. Human has to travel to various places for performing the regular activities of business or profession or tourism. Hence they travel to various places and locations, in these places they have to stay and take food in hotels. In the present situation hotels and restaurants become the need of the human life. The necessity of food and breakfast fulfill by the hotels and restaurants.

Hotel organization has various department for fulfilling different needs of human life i.e. food and breakfast, tourism and travel entertainment, lodging and boarding, pubs, bars etc. Hotel organization is belonging to service industry. There is increased job opportunities and heavy demand for employees. It creates challenges and problems in getting skilled and trained employees before hotel organizations. Therefore it is necessary to planned and implemented to provide training and development practices giving more importance by human resource department. After year 2000, hotel sector assisted to increase the economy in manifold. In national economic development hotel and tourism sector is at top in creating employment and foreign direct investment (FDI) in the service sector.

Hotel industry is service oriented industry, for successful operations very much depends upon employees working in the hotel organizations. Due to service orientation of hotel industry human resource i.e. employees plays very important role in providing service to customers for their satisfaction. Human resource department arrange the skill based training to their manpower, which will give best service to customers to convert them into satisfied customers. Skill based training to employees improve the quality of service to their customers. Human Resource department organizes skill oriented training programme to their employees for developing value based and talented workforce. This value based and talented employees provide best service to customers, these customers' converts into satisfied customers. Learning and development process is to be focused on skill enhancement of employees for future endeavors not restricted to software training, management training. There are fast changes in hotel industry environment and technology throughout the world, these changes created challenges before hotel organizations. For facing these challenges and leads to need of competencies and capabilities required to perform job. For meeting these requirements and challenges suitable skill improvement training in all core area must be given.

In hotel industry training and development is a research issue now a days. This training and development topic attracts number of researchers due to many advantages and scope offered over such as new trends and innovation is taking place and to acquire skills needs to update them to fill the gap with current affairs in the hotel industry. The current research work focusing on perception and opinions of employees regarding training to employees, and satisfaction level of employees about training programme conducted in luxury hotels in the market.

Training focuses on the requirement of good performance in hotel industry. This training gives more benefits to the hotel organization and employees of hotel organization. Training interventions are mainly connected with education and training supply. Training and development are integral part of the growth and success of the tourism sector. In case of untrained employees Ryan states that such employee will not be able to help the customer and the customer will be left out unsatisfied by the service of the hotel staff.

1.1. Need of Training in the Luxury Hotels

Training is necessary in organization for strengthening the employees and to improve employee's knowledge and skills. Training is needed in any organization to keep its concentration on customer's satisfaction. Training can enables them to:

- To understand the mission, vision, rules and regulations and working condition to employees of the Hotel.
- Bridging gap of specialization of employee with the profile requirements as per the desires of the Hotel.
- Existing employees of the hotel trained to refresh and enhance their skills and knowledge.
- Help to cope up with the updating taken place in the technology.
- For the promotions and career growth to share the responsibilities of higher level jobs.
- It becomes more responsive to gain the importance of good communication and consultation.
- Provide employees to identify their responsibilities.

Support those who are less interactive in order to improve their communication.

It plays vital role for higher level authorities who have the prime responsibility to communicate. It assists in the development of employees working with that organization.

1.2. Hotel & Employees

Human resource is occupying significant importance in every organization. For sustenance of any organization it is necessary to focus on employees and their role as service providers. In all sectors maintaining trained and skilled employee is a global problem. For successful operations of organization employees play significant role. Hotel industry is service oriented industry. Hence employees in hotel organization plays very important role in providing services and successful operations of the organization. Human resource is important component, which affected on input as well as out-put of the hotel organization. Due to service nature of this industry totally depend upon employees, as human are must in providing service and satisfying human need and attaining customer satisfaction. In hotel organizations employees cannot be substituted by technology. Trained and skilled workforce is an import asset for hotel industry. By providing high quality to service to customers helped in repeating and consistency in hotel organization. Training to employees directly affect on food quality as well as service quality to customers. Training to employees has positive impact in decreasing hotels costs relating to recruitment and selection, personnel process and induction etc. Pleasing customers in their first visit helps to increase their stay may help in developing customer loyalty and thereby promote the desire to revisit the hotel.

1.3 Concept of Training

Considering the importance of training in the hotel industry because it's a service organization and here employees are crucial but very expensive resources to sustain economic growth and effective performance. For effective training in hotels and identify the significant impact of effective training on skills of the hotel staff, performance of the hotel staff, productivity of the hotel staff and cost reduction.

Jawaharlal Nehru once cited: "It respects have goodwill; it respects have excitement. Anyway it is the key to have Training".

Schuler S. described in his book titled as Training and Development in Effective Personnel Management as below-

The successful organization without bounds is a learning association which focuses on making picking up information for increasing the implementation of representatives and constructing aggressive edge and also helps to frame the contrast among business requirements and representative's particulars. Without bounds organizations will find how to know individuals' dedication and their ability to learn at all levels.(4) (**Schuler, S.;1989**).

Training is a scientific and systematic development of employees.

Training is a systematic development of people. The general objectives of the training are to:

Increase efficiency and effectiveness by improving employee skills

2. Review of Literature

1. In U.S.A. every year nearly \$3.4 billion dollars expended on employees training in hospitality industry, but turnover rate remains the highest. Aim of this study was to assess the relationship between training perceptions and turnover intent. Researcher showed that, employees required having sense of self-efficacy to remain committed to the organization. This survey was focused on training perceptions and turnover intent. Independent variables such as age, education level, tenure, and income of participants as different aspects of perceptions about the training. After calculating correlation it resulted in weak correlation 9 independent variables out of 15 independent variables. This analysis showed consistent trend among the results. From this survey it was found that, how employees perceive the training and career development they received does affect their turnover intention. Managers and leaders may be used the results of this survey too rectify and enrich present training Programme in this industry. (**Martinez & Diala, (2014)**)

2. These researchers in their research study on perceptions of assured skills utilized by hotel managers. They observed that practical knowledge and industrial exposure is more important than theoretical knowledge for becoming general manager of big or small hotel. They also concentrated on administrative skills i.e. people management skills, marketing skills and business management skills are very significant for becoming a successful general manager in a hotel. **Woods, Rutherford, Schmidgall, and Sciarini (1998)**

3. Employee Training

For the overall development of Human resource training is a part and parcel of an organization. Training to employee is a continuous process. The department of training and development increases specific knowledge and skills for job performance. Training increases the abilities of an employee, know-how skills and efficient carry out work. Also training motivate employees converts them to well mannered, well organize that ultimately affects performance of organization.

Training is well planned and systematically developed, which results in better employee change in terms of competencies, knowledge, skill enhancement the other hand development is projected towards up bringing of an organization to another threshold of performance through multifaceted set often to carry out a new task or career in the future provided an explanation, that employee balance can be maintained through proper training the performance level of an individual. Objective and mission can be fulfilled through the required training which improves the employee performance.

4. Research Gap:

For improving skills of employees training is essential for every organisation. On successful completion of training programme by employees helps in increasing overall performance and productivity of the organisation. Various research studies concentrated on proper training and development and it had affected on improving quality, turnover, competency, recruitment of the employees in order to increase their level of potential to perform task. There is no much research seemed to be undertaken to concentrate on satisfaction, perception and opinion of employees regarding training practices in Luxury hotels. Also it was tried to count employee's perception on training sessions they availed to their employees. After taking into account the above review of the literature no one touched the topic of the effect of training and development on employee performance in hotels. Therefore, researcher has selected this problem for study that is "**Satisfaction level of employee and, perception and opinion of employees regarding Training practices in Luxury Hotels from Pune city**".

5. OBJECTIVES OF THE STUDY

This study reveals the satisfaction level of employees regarding training practices for improving performance of employees by the luxury hotels. Also understand the perception and opinion of employees regarding training practice of luxury hotel organizations. The purpose of the study is to learn more about:

1. To determine the training requirements for the Luxury Hotels of Pune city.
2. To assess the viability of the Training programs that has been held to achieve satisfaction level of Employees.
3. The perceptions and opinions of managers and staff regarding the effectiveness of the Training Programme.

6. THE STUDY'S METHODOLOGY

This research paper is exploratory in nature and it involves little exploration. This research study is more relies on qualitative analysis. For this qualitative analysis multiple techniques used such as focus group, interview, questionnaire etc., etc. Research methodology is used for this study as follows.

6.1. Methodology Adopted for the Research Work

This research study is titled as “**Satisfaction level of employee and, perception and opinion of employees regarding Training practices in Luxury Hotels from Pune city**”. For studying or understanding satisfaction level of employees, and perception and opinion of employees related to training practice in luxury hotel organizations from Pune city. It improves perception and opinion of employees of luxury hotel organizations from Pune city.

6.2. Data Required:

Researcher collected required data to for satisfying set objectives. For this research study researcher is going to collect primary and secondary data required. Primary data is collected through structured questionnaire from employees in luxury hotel organizations from Pune city. Secondary data will be collected from various sources reports, handbooks internet, magazines, scenario of luxury hotel industry etc.

6.3.Data Source

Required data is collected with the help of primary and secondary sources as follows.

6.3.1.Secondary data Sources:

Secondary data regarding review of literature of satisfaction level of employees and perception and opinion of employees regarding training practices of Luxury hotels will be collected from various secondary sources such as research articles, reputed journals, books, magazines, dissertations, published Ph.D. thesis, Websites of various universities and other publications from conference proceedings, Reports of Poona Hoteliers Association etc. will be used for collecting secondary information and data.

6.3.2.Primary data Sources: Through structured questionnaire primary data is collected regarding satisfaction level of employees and perception and opinion of employees regarding training practice of luxury hotel organization from Pune city.

6.3.4.Instrument:

For fulfilling the objectives independent structured questionnaire will be prepared. Primary data will be collected from employees. The questionnaire will be prepared to study satisfaction level of employees and perception and opinions of employees regarding training practices of luxury hotel organizations after taking into account by selecting luxury hotel organizations from Pune city and will be developed by the researcher.

6.4.Sampling

For this research study sample units are employees of luxury hotel organization from Pune city. As per Municipal Corporation records there are 6973 hotels (includes all types of hotels) in Pune city. As per Pune Hoteliers Association there are 244 hotels functioning as star hotels. But this research study is related to luxury hotels in Pune city. There are 25 luxury hotels out of 244 hotels in Pune city. So for this research study population size of luxury hotel industry in Pune city is 25 luxury hotels.

Size of the sample is calculated by using following formula

$$\text{Size of the sample} = N/1+N(e^2)$$

Where N= Size of the population

e= Level of significance

$$\text{Size of the Sample} = N/1+N(e^2)$$

Where N= 25Luxury Hotels in organised sector in Pune City

e= 5 % level of significance

$$\text{Size of Sample} = 25/ 1+ 25(0.05^2)$$

$$\text{Size of the sample} = 25/1+ 25(0.0025)$$

$$\text{Size of the sample} = 25/1+0.0.0625$$

$$\text{Size of the sample} = 25 / 1.0.0625$$

$$\text{Size of the sample} = 23.53$$

Size of the sample = 24 Luxury Hotels in Pune city.

In Luxury hotels there are five departments. In Luxury hotels there are five departments i.e. Kitchen Department, Food and Beverage department, Housekeeping department, Front Office department, and Sales & Marketing department. Employees working in these departments are respondents of this research study. From each department one employee is selected as respondent. Hence there are 600 employee respondents from luxury hotels from Pune city. The data was divided into different strata i.e. 5 Star hotels and 4 Star hotels By using proportional allocation method sample number of luxury hotels is selected by using stratified random sampling. Following table shows population size of hotels grade-wise.

Table No. 1 Population of Luxury Hotels in Pune city

Sr. No.	Grade	Total Star Hotels	Proportional Allocation Method	Sample No. of Hotels
1	4 Star Hotel	15	$15/25 \times 24 = 14.4 = 14$	14
2	5Star Hotel	10	$10/25 \times 24 = 9.6 = 10$	10
	Total	25	24	24

Source : Report from Pune Hoteliers Association, Pune year 2021-22

Table No. 1 related to data of luxury hotels in Pune city i.e. population of the study. Hence Population of luxury hotels from Pune city is 25. Out of these 25 luxury hotels, 15 hotels are 4 star hotels and 10 hotels are 5 star hotels in Pune city. The whole Population is divided by using stratified random sampling method in to a 4 star hotels and 5 star hotels. By using proportional allocation method sample size of luxury hotels is 4 star hotels are 14 and 5star hotels is fixed at 10 hotels.

Sample luxury hotels (i.e. 4 star and 5 star hotels) respondents are employees of luxury hotels. Questionnaire for employees is administered by 5 employees of luxury hotels from each department i.e. Kitchen department, Food and Beverage department, Housing keeping department, Front Office department and sales and marketing department. By using convenient sampling method employee respondents is selected from these departments of luxury hotels from Pune city.

Table No. 2 Sample size calculation by using Proportional Allocation method

Sr. No.	Hotels	No. of sample Luxury hotels	Five employees from Five departments	Total Sample Respondents
1	5 star	10	$5 \times 5 \times 10 = 250$	250
2	4 Star	14	$5 \times 5 \times 14 = 350$	350
	Total	24	600	600

Table No.2 reveals the data related to sample size calculation by using proportional allocation method of luxury hotels in Pune city. Sample Luxury hotel is divided into five main departments' i.e. Kitchen department, Food and Beverage department, Front Office department, House-keeping department, and sales and marketing department. From each department 5 employees are randomly selected as respondents. So from 5 Star hotels 250 ($5 \times 5 \times 10$) employees are selected as respondent. From 4 Star hotels 350 ($5 \times 5 \times 14$) employees are selected randomly as respondents. So there are total 600 employees selected as respondents.

6.5. Pilot Testing:

Well structured questionnaire is developed by the researcher. This questionnaire is tested on 50 samples to check the reliability of instruments. After pilot testing, researcher was made certain changes in the questionnaire.

6.6. Reliability of Analysis of the Data

The reliability measure depicts that, the extent bias free and also makes sure to consistent measurement across the home and also various items in the instrument for the study of the researcher. For increasing stability and solidity of the questionnaire reliability is the good indicator. This will help in assessing the goodness of measure.

In the Reliability analysis the Cronbach Alpha is used for considering the instrument reliable for the research study. Cronbach Alph value should be in between 0.5 to 1.0. In case of this research study Cronbach Alph value is 0.814. Therefore, the data is considered as reliable. Therefore, the data is considered to be reliable by the researcher for this research study. Following are the tables of reliability analysis output from the SPSS and MS Excel statistical tool.

Table No.3 Reliability Test

Case processing summary			
		N	%
Cases	Valid	600	100
	Excluded ^a	0	0
	Total	600	100
List wise deletion based on all variables in the procedure			

Table No. 4 Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.814	600

6.7.Data Analysis:

Data is analysed by using statistical tools. Data is processed in Microsoft Excel and analysed by using SPSS version 16.00 and 19.00. Basic descriptive, inferential, and multivariate statistics were used to analyse the data. Basic descriptive tools weighted mean, standard deviation, Coefficient of Variation, rank and percentiles. Inferential statistics used for data analysis. Hypothesis has been tested by using independent sample t test and one sample 't' test.

7. Results and Analysis

7.1Demographic Information of Employees

The demographic information of the employee respondents from sample luxury hotels plays an important role to identify the basic information related employees. It includes the information of employees such as age, sex, qualification, marital status, experience, designation, etc.

7.1.1Gender

Gender of workforce determines working capacity of employees. But today there is no differentiation between male and female employees. Both are working equally and fulfilling their duties and responsibilities in the same manner. In present scenario female employees are leading in shouldering all types of positions and showing their capabilities at workplace.

Table No.5 Gender Distribution of Employees Working in Luxury Hotels in Pune City

Sr. No.	Gender	No of Employees	Percentage
1	Male	431	71.88%
2	Female	169	28.12%
	Total	600	100%

Source: Field Survey/Primary data

Table No. 5 depicts the data related to gender of employee respondents from sample luxury hotels in Pune city. In hotel organizations female employees are showing their caliber, that they are not lagging behind to male employees. There are 600 respondent employees; out of this 431(71.88%) employees are male. Whereas 169 are female employees and its percentage is 28.12%. Considering these figures and percentage of female employee's number is increasing. Both type of employees are making career in luxury hotel organizations/industry.

In hotel organizations female employees are showing their caliber, that they are not lagging behind to male employees. There are 600 respondent employees; out of this 431(71.88%) employees are male. Whereas 169 are female employees and its percentage is 28.12%. Considering these figures and percentage of female employee's number is increasing.

. From the above analysis it reveals, number of male employees is exceeding the number of female employees in sample luxury hotels in Pune city. Both employees are making career in hotel industry.

7.1.2.Age of the Employees

In any study aged is considered as an important element. It plays significant role in understanding respondent employee's attitude. It also helps in knowing employees perception for shouldering responsibilities. Age of the employees decide the level of efficiency and working capacity of the employees.

Table No. 6 Age Distribution of Employees of Luxury Hotels in Pune City

Sr. No.	Age In Years	No. of Employees (F)
1	18-25	270
2	25-30	94
3	30-35	141
4	35-40	34
5	40-45	26
6	45-50	14
7	50-55	12
8	55-60	9
	Total	600
	Mean	28.61 Yrs
	S.D.	8.46 yrs.
	C.V.	29.57

Source : Field Survey / Primary Data

Table No. 6 shows the age of employee respondents selected from sample luxury hotels from Pune city. Age of employee is very important. Hence 'age' has been taken as one of the factors in this study. Mean value of age

of the employee is 28.61 years. This average age shows employees are young, efficient and having hard and higher working capacity. It means employee respondents are young and efficient. Considering the S.D. of the employee's age is 8.46 years, which depicts low deviation from the mean value of age. It reveals there are low deviations in the age of employees of sample luxury hotels in Pune. Value of the C.V. is 29.57, which reflects there are higher variations in the age of employees. It means there is consistency in the age of employees of the sample hotels in Pune.

It observed that, average age is 28.61 years; this shows employees are young and efficient by considering age. There are low deviations in the age of employees from the mean value. There are higher variations in the age of employees of the sample hotels. It means there is less consistency in age of employees.

7.1.3. Marital Status of the Employees

Employee's marital status is important factor, because it decides the family responsibilities of the employees. Married employees have to shoulder more family responsibilities. Hence married employees do not leave the present job before getting new job. Unmarried employees have no more family responsibilities i.e. limited responsibilities on their shoulder. If unmarried employees are unsatisfied with present luxury hotel organization, they can take decision about leaving the job immediately, due to they have limited family responsibilities.

Table No. 7 Marital Status of employees of Luxury Hotels in Pune City

Sr. No.	Marital Status	No. of Employees (F)	Percentage
1	Married	133	22.17 %
2	Unmarried	467	77.83%
	Total	600	100%

Source : Field Survey / Primary Data

Table No 7 reflects data related to marital status of employees of sample luxury Hotels in Pune city. Taking into account above fact, there are 133 employees are married and its percentage is 22.17%, whereas unmarried number of employees is 467 and its percentage is 77.83 %. It means there are large numbers of employees who are unmarried as compared to married employees.

It shows that, there is higher percentage (77.83%) of numbers of workers unmarried as compared to married number of employees (22.17%) of sample luxury hotels in Pune city.

7.1.4. Qualification of Employees

Education of employees is one of the salient elements, which affect on employees skills and knowledge and level of effectiveness. Educational qualification assists in increasing confidence level of the employees. It decides the searching innovative ideas of the employees. In this study education level of employee is taken into account from H.S.C. level to Post graduate level and data is collected and tabulated in the following table:

Table No. 8 Educational Qualification of Employees of Luxury Hotels in Pune City

Sr. No.	Educational Qualification	No. of Employees (F)	Percentage
1	H.S. C.	155	25.83%
2	Graduate	326	54.33%
3	Post Graduate	98	16.34%
4	Diploma	21	3.50%
	Total	600	100%

Source : Field Survey / Primary Data

Table No. 8 depicts the data related to educational qualification of respondent employees of sample luxury hotels in Pune city. Graduate qualification of employees has the highest percentage i.e. 54.33% among respondent from sample luxury hotels from Pune city. Second highest percentage is 25.83% of employees with H.S.C. qualification. Third highest percentage is 16.34% with qualification post graduate, and last and fourth highest qualification percentage is 3.5% with qualification diploma.

From this interpretation it is observed that, the highest (54.33%) number of employees with graduate qualification. Second highest (25.83%) number of employees is with H.S.C. qualification. Third highest (16.34%) number of employees with post graduate qualification and last highest (3.5%) number of employees with qualification Diploma.

7.1.5. Work Experience of Employees Working in Luxury Hotels

Experience is the best guru of everyone, who teaches each and everything according to the events which we face. Experience makes man perfect; hence, the researcher has focused on the experience of employees of sample hotels, which can facilitate them to communicate and to perform hotel activities. Practical knowledge

supports to improve skill which is available from the experience; so, practical knowledge is always greater than theoretical knowledge.

Table No. 9 Work Experience of Employees Working in Luxury Hotels in Pune City

Sr. No.	Experience in Years	No. of Employees (F)
1	0-5	180
2	5-10	315
3	10-15	35
4	15-20	30
5	20-25	20
6	25-30	8
7	30-35	6
8	35-40	6
	Total	600
	Mean	8.01 Yrs.
	S.D.	6.06 yrs.
	C. V.	75.73

Source : Field Survey / Primary Data

Table No. 9 related to the data of experience of the employees in the present position in sample luxury hotels in Pune city. Experience gives practical knowledge hence is more valuable than education. Average experience of employees in the present position is 8.01 years. It means experience of employees in the present position is considerable higher, this shows employees experience in the present position is higher and skilled by considering their experience. S.D. of the experience of the employees in the present position is 6.06 years; it reveals that, there are low deviations from the mean value of the experience of employees in the present position. But taking into account the value of C.V. is 75.73, this shows there is higher variations in the experience. It means there is less consistency in the experience of employees working in luxury hotels in Pune city.

It is observed that, there is considerable higher (8.01 years) average experience of employees in the present position. There is lower deviation in the experience of employees in the present position. But there is higher variation in the experience of the employees in the present position of the luxury hotels in Pune city. It means there is less consistency in the experience of employees working in luxury hotels in Pune city.

7.1.6. Designation of Employees of selected Sample Respondents

In different hotels they require different employees with different designations. These posts are to be filled in different sections of the hotels for providing hotel service and food production department. There are different designations available in sample luxury hotels. Hence researcher collected information of designation of employees from luxury hotels. This collected information is presented in the following table.

Table No. 10 Designation of Employees of selected Sample Respondents from Luxury Hotels in Pune city

Sr. No.	Designation of Employees	No. of Employees (F)	Percentage
1	Trainee	29	4.83%
2	Fresher	120	20.00%
3	Supervisory	41	6.83%
4	Associate	375	62.5%
5	Managerial	35	5.84%
	Total	600	100%

Source : Field Survey / Primary Data

Table No. 10 depicts the data related to different post of employees in the sample hotels in Pune city. There are different designation in luxury hotels named as trainee, Fresher, supervisory, Associate and managerial. Employees designated as associate has the highest percentage i.e. 62.5%. This is the highest percentage and number of employees with Associate designation. Second highest percentage is 20% of employees designated as fresher. Employees with fresher designation number are 120. Third highest percentage is 6.83% employees designated as supervisor. There are 41 employees are selected as respondent of supervisory level. Fourth highest percentage is 6.83% employees designated as managerial level. Only 35 employees designated as managerial level of employees. And last highest percentage is 5.84% employees designated as trainee. The lowest number of employees is 29 from designation as Trainee employees.

It showed that there is highest percentage i.e. 62.5% employees designated as Associate. The highest percentage is 20% employees designated as fresher. The highest percentage is 6.83% employees designated as supervisor. The highest percentage is 5.84% employees designated as managerial level. The last highest percentage is 4.83% employees designated as trainee.

7.2. Training Related questions

7.2.1. Frequency of Conducting Training Practices

In every business organization training is given to employee of different period of time. Time period of training is plays very significant role. This time period directly affects on skill enhancement of employees. This frequency of conducting training practices in hotel organization is very important element. While giving training to employees of luxury hotels is most significant. Considering this fact researcher collected data about frequency of conducting training practices. Collected data presented in the following table:

Table No. 11 Frequency of Conducting Training Practices in Luxury Hotels in Pune City

Sr. No.	Frequency of Training	No. of Times (F)	Percentage
1	Monthly	440	73.33%
2	Quarterly	85	14.17%
3	Half Yearly	15	2.50%
4	Yearly	20	3.33%
5	Biannually	40	6.67%
	Total	600	100%

Source : Field Survey/Primary data

Table No. 11 reveals the frequency of conducting training practices in luxury hotels in Pune city. In luxury hotels frequency of conducting training practices is very important. The luxury hotels are interested in providing best service to customers. These hotels collect feedback from their customers. After analyzing feedback luxury hotel organizations have to make necessary changes in their services and products. For making these changes training to employees become indispensable part.

After taking into account frequency of conducting training practices, it shows that, the highest frequency of conducting training practice is monthly. It has highest percentage, i.e. 73% employees expressing their opinion of conducting monthly training practices. Second highest percentage of frequency of conducting training practice is 14.17% of quarterly frequency of conducting training practice in luxury hotels. Quarterly training practice is also important, because for changing style of work, changes occurred due to decision taken by the management must be followed by the hotel employees. Third highest percentage is 6.67 %, having frequency of conducting training practices is biannually. In luxury hotel organizations certain changes takes place due to change in the policy and change in the technology. Fourth highest percentage is 3.33%, having frequency of conducting training practice is yearly. Yearly training is required for making changes in employee's way of work due to decision and targets sets for next year in their annual general meeting or change in the place of chairman or managing director. And last and fifth highest percentage is 2.50%, having frequency of conducting training practice is half yearly. But as compared to other frequencies of conducting training practices this percentage is very small in number.

After interpreting the data it shows that the highest frequency of conducting training practice is monthly. It has highest percentage, i.e. 73% employees expressing their opinion of conducting monthly training practices. Second highest percentage of frequency of conducting training practice is 14.17% of quarterly frequency of conducting training practice in luxury hotels. Quarterly training practice is also important. Third highest percentage is 6.67 %, having frequency of conducting training practices is biannually. In luxury hotel organizations certain changes takes place due to change in the policy and change in the technology. Fourth highest percentage is 3.33%, having frequency of conducting training practice is yearly. It means as per employees opinion about frequency of conducting training practices half yearly training practice is less important. From this it reflects that monthly and quarterly training frequency is more important from employee's point of view.

7.2.2. Requirements of Training Practices

Human resource i.e. employee in every organization is very important element in the productivity and profitability point of view. This human resource i.e. employee of any organization is productive factor of production of goods or services. But these employees must be skilled and trained for efficient and effective functioning of the organization. For skilled and trained employees it is necessary to give training to employee by different way or practices. These training practices required by every organization for improving employee's skills and knowledge about the workplace and work to be performed. So every business organization requires training to employees by using various method of training. Requirements of training practices differ from organization to organization and needs of the employees. In the same way in luxury hotel organizations requirement of training method is necessary for improving skills and efficiency of the employees. So, researcher is collected information regarding requirement of training practices in luxury hotels in Pune city. Collected data is recorded in the following table:

Table No. 12 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	195	150	109	65	81	600	213	173	118	77	19	600
2	Cleanliness	184	172	123	71	50	600	196	179	97	78	50	600
3	Improve Service Quality	171	149	132	83	65	600	209	184	110	66	31	600
4	Improve Food Quality	166	178	111	105	40	600	204	186	100	81	29	600
5	Skill Enhancement	153	143	122	117	65	600	190	171	134	72	33	600

Source: Field Survey/Primary data, **R= Rank**

Table No. 12 reveals the data related to existing and perceived training practices in luxury hotels from Pune city. In this table frequency of opinions of employees working in luxury hotels was recorded. This frequency regarding existing and perceived training practice executed in luxury hotels from Pune city. This frequency of opinions of employees is in the form of Ranks given to various training practices.

Table No. 13 Garrett Ranking of Perceived training Practices in Luxury Hotels in Pune City

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

Table No. 13 reveals Garret ranking calculated for existing training practices and perceived training practices of 4 star and 5 star hotels in Pune city. Garret Ranking shows that, 1st Rank for skill enhancement of employees working in sample luxury hotels in Pune city. Skilled and trained employees perform their duties very efficiently and effectively for increasing profitability, sustainability and turnover of hotel organization. Existing training practices for skill enhancement and perceived training practices for skill enhancement of employees give 1st Garrett rank. It means there is no difference between giving 1st Garrett rank for skill enhancement.

2nd Garrett rank is given by existing training practices for improving food quality of sample luxury hotels from Pune city. Whereas, 2nd Garrett Rank is given to cleanliness by perceived training practices employees. There is difference in opinions of employees of luxury sample hotels while giving 2nd rank. Existing training practice is for improving food quality of sample luxury hotels. Profitability, Sustainability and turnover of hotel organization depend upon food quality. For increasing frequency of customers in visiting hotel organization it is necessary to improve food quality. For this purposes training is repeatedly organized for supplying best quality food to customers and increasing customer satisfaction for visiting again and again to luxury hotels. Whereas 2nd Garrett rank given by perceived training practices for keeping cleanliness. In hotel industry cleanliness is very important, which affect on attracting customers towards hotel. In luxury hotels cleanliness is very important role in developing their brand name among customers and industry. Hence there is difference in assigning 2nd Garrett Rank to improving food quality with the help of existing training practices. Whereas 2nd Garrett Rank to cleanliness with the help of perceived training practices for attracting customers towards the luxury hotel organizations.

3rd Garrett rank given by existing training practices for safety of employees and customers. Safety training practices helps in understanding how to take precaution at the time of performing their duties. So this existing training releases stress of employees at the place of work. Safety training practices helps knowing risk places and how to avoid risk. Existing safety training practices in luxury hotels creates and develop fearless work environment. Whereas 3 Garrett rank given by perceived training practices for improving service quality. Hotel industry is service oriented industry. So service quality plays very significant factor in customer satisfaction. In customer satisfaction service quality is one of the important factors. So it necessary for luxury hotel organizations to give training to employees for improving service quality, hotel services are fulfilled by employees effectively and efficiently by providing training to them. So there is difference in giving 3rd Garrett rank to safety with the help of existing training practices. While perceived training practices give 3rd Garrett rank to improving service quality for increasing customer's satisfaction.

4th Garrett rank given by employees to existing training practice for improving service quality in sample luxury hotels from Pune city. Customer's satisfaction is depending upon service provided by the hotel organization. Hotel organizations supplies all type of service only with the help of employees in each and every hotel organizations. Whereas 4th Garrett rank given by perceived training practices for safety. Safety at workplace is very important from employee's point of view and also from hotel organization's point of view. This safety training practices develops certain good habits among employees. These good habits create in developing better

quality service to customers. This better quality service converts into increasing customer's satisfaction. So there is difference in giving 4th Garrett rank to improving service quality with the help of existing training practices. While perceived training practices give 4th Garrett rank to safety for increasing stress free work-life. 5th Garrett Rank of existing training practices to cleanliness in sample luxury hotels from Pune city. Cleanliness is important from hygienic point of view. Cleanliness also creates healthy work environment and creating love and affection for luxury hotel organization. For maintain cleanliness of hotel campus employees should be trained in all ways. While 5th Garrett rank of perceived training practices to improve food quality. Food quality in hotel industry is significant factor, which directly affects on customer's satisfaction. So there is need of hotel organization to give training to employees for improving food quality. Therefore there is difference in giving 5th Garrett rank to cleanliness with the help of existing training practices. Whereas perceived training practices give 5th Garrett rank to improving food quality for increasing customer's satisfaction.

It is observed that existing training practices for skill enhancement and perceived training practices for skill enhancement of employees give 1st Garrett rank. It means there is no difference between giving 1st Garrett rank for skill enhancement. There is difference in assigning 2nd Garrett Rank to improving food quality with the help of existing training practices. Whereas 2nd Garrett Rank to cleanliness with the help of perceived training practices for attracting customers towards the luxury hotel organizations. There is difference in giving 3rd Garrett rank to safety with the help of existing training practices. While perceived training practices give 3rd Garrett rank to improving service quality for increasing customer's satisfaction. There is difference in giving 4th Garrett rank to improving service quality with the help of existing training practices. While perceived training practices give 4th Garrett rank to safety for increasing stress free work-life. there is difference in giving 5th Garrett rank to cleanliness with the help of existing training practices. Whereas perceived training practices give 5th Garrett rank to improving food quality for increasing customer's satisfaction.

7.2.3.Satisfaction Level of Employees regarding Various Training Programmes

Success of the training programme is very important from employee's point of view as well as hotel organization's point of view. Training is organized for improving skills and knowledge of employees for efficient and effective functioning. In organizing training important stakeholder is employee. From employee's point of view level of satisfaction of employee training is significant in improving skills and knowledge. After understanding reasons of organizing training programme it necessary to know the satisfaction level of employees related to training programmes. Hence researcher collected information in five point Likert scale of employee's opinions regarding satisfaction level of employees related to training programme and presented in the following table:

Table No. 14 Satisfaction Level of Employees regarding Various Training Programmes Used in Luxury Hotels

Sr. No.	Training Programme	SA =5	Ag =4	Avg =3	DA =2	SDA =1	Total	Wi	S.D.	C.V.
1	On the Job Training	229	184	96	66	25	600	3.98	1.06	26.69
2	Off the Job Training	146	132	118	104	100	600	3.21	1.42	44.11
3	Orientation Training	230	184	131	52	3	600	3.97	0.98	24.75
4	Safety Training	216	207	161	16	0	600	4.03	0.86	21.24
5	Refresher Training	202	165	149	70	14	600	3.78	1.10	29.08

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

Table No. 14 reflects the data related to satisfaction level of employees related to various training programmes used in luxury hotels from Pune city. Employee satisfaction is very important for minimizing training cost and retaining employees for long term period. Weighted mean value of on the job training method is 3.98; this weighted mean value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is very close 4 i.e. agreed. It means employees opinion regarding to satisfaction level is at agreed of using in the job training method in hotel organizations. Value of S.D. is 1.06 of on the job training method used related to employees satisfaction. This value is small in number, small number means small deviation from the mean value of opinions of employees related to employee's satisfaction regarding on the job training method used for employee training in hotels from Pune city. The value of C.V. 26.69, this value is higher in number, higher number means higher variation in the opinions of employees regarding satisfaction level on using on the job training method.

Second method used for giving training to employees is off the job training method. Off the job training is class room training. Off the job training will not affect regular work. It creates learning environment. So employees can concentrate on learning process. Weighted mean value of satisfaction level of employees is 3.21, this value lies between 3 and 4, i.e. average and agreed. But weighted mean value is close to 3, i.e. average. It means employee's opinions at average level about satisfaction level related to off the job training practice in hotels. S.D. value of satisfaction level of employees is 1.42; this value is lower in number, lower number means lower deviation from the mean value of opinions of employees related to satisfaction of employees related to off the job training practice in hotels. But value of C.V. is 44.11 of the satisfaction level of employee's opinions

regarding off the job training practice in hotels. This value is higher in number, higher number means higher variation in the opinions of employees related to satisfaction level of employees regarding the off the job training practice.

Third method used for giving training to employees is orientation training. This method is very useful for newly appointed employees. Newly appointed employees are not aware about hotel organization management, policies, objectives, mission and vision, etc. With the help of orientation training practice newly appointed employees get all information about hotel organization, this will help in understanding about hotel organization. Weighted mean of orientation training method used for employee training is 3.97. This value lies between 3 and 4, i.e. average and agreed. Weighted mean value is (3.97) very close to 4, i.e. agreed. It means employee's opinions are at agreed level related to orientation training practice in hotel organizations. The value of S.D. is 0.98 of orientation training method used for employee training of satisfaction level. This value is lower in number, lower number means lower deviation from the mean value of opinions of employees regarding satisfaction level to orientation training method. C.V. of satisfaction level of employees related to orientation training method is 24.75. This value is higher in number, higher number means higher variation in the opinions of employee's satisfaction level related to orientation training method.

Fourth training practice used for employee training is safety training. While employee working in the hotel premises have to face number of accidents, employees has to suffer from these accidents, it may be physical injury or death of employee. Weighted mean of safety training method's satisfaction level is 4.03; this weighted mean value lies between 4 and 5, i.e. agreed and strongly agreed. This weighted mean value is very close to 4, i.e. agreed. It means opinions of employee's satisfaction level related to safety training practice in hotel organization. The value of S.D. is 0.86 of safety training method used to achieve satisfaction level in hotel organizations. This value is higher in number, higher number means higher variation in employee's opinions related to satisfaction level about safety training practice. Considering the value is 21.24 of satisfaction level of safety training practice. This value is higher in number, higher number means higher variation in the opinions of employee's about satisfaction level regarding to safety training practice used for employee training in hotel organizations.

Fifth training method is refresher training used for employee training in hotel organizations from Pune city. For updating knowledge, skills, and technology refresher training is very important. Weighted mean value of opinions of employee's is 3.78 used refresher training related to satisfaction level of employees. This weighted mean value lies between 3 and 4, i.e. average and agreed. But this value is close to 4, i.e. agreed. It means employee's satisfaction level is at agreed level while using refresher training practice in hotel organizations. S.D. value of satisfaction level of refresher training practice is 1.10, this value is lower in number, lower number means lower deviation from the mean value of opinions of employee's related to refresher training in hotel organizations. The value of C.V. is 29.08 of satisfaction level of employees related to refresher training. This value is higher in numbers, higher number means higher variation in the opinions of employee's satisfaction level related to refresher training practice used by hotel organizations.

It is observed that this weighted mean value is very close 4 i.e. agreed. It means employees opinion regarding to satisfaction level is at agreed of using in the job training method in hotel organizations. Value of S.D. is 1.06 of on the job training method used related to employees satisfaction. This value is small in number, small number means small deviation from the mean value of opinions of employees related to employee's satisfaction regarding on the job training method used for employee training in hotels from Pune city. The value of C.V. 26.69, this value is higher in number, higher number means higher variation in the opinions of employees regarding satisfaction level on using on the job training method.

Weighted mean value is close to 3, i.e. average. It means employee's opinions at average level about satisfaction level related to off the job training practice in hotels. S.D. value of satisfaction level of employees is 1.42; this value is lower in number, lower number means lower deviation from the mean value of opinions of employees related to satisfaction of employees related to off the job training practice in hotels. But value of C.V. is 44.11 of the satisfaction level of employee's opinions regarding off the job training practice in hotels. This value is higher in number, higher number means higher variation in the opinions of employees related to satisfaction level of employees regarding the off the job training practice.

Weighted mean value is (3.97) very close to 4, i.e. agreed. It means employee's opinions are at agreed level related to orientation training practice in hotel organizations. The value of S.D. is 0.98 of orientation training method used for employee training of satisfaction level. This value is lower in number, lower number means lower deviation from the mean value of opinions of employees regarding satisfaction level to orientation training method. C.V. of satisfaction level of employees related to orientation training method is 24.75. This value is higher in number, higher number means higher variation in the opinions of employee's satisfaction level related to orientation training method.

Weighted mean of safety training method's satisfaction level is 4.03; it means opinions of employee's satisfaction level related to safety training practice in hotel organization. The value of S.D. is 0.86 of safety training method used to achieve satisfaction level in hotel organizations. Higher number means higher variation in employee's opinions related to satisfaction level about safety training practice. Considering the value is 21.24 of satisfaction level of safety training practice. This value is higher in number, there is lower consistency in the opinions of employee's related to satisfaction level of safety training practice used for employee training in hotel organization in Pune city.

Weighted mean value of opinions of employee's is 3.78 used refresher training related to satisfaction level of employees. It means employee's satisfaction level is at agreed level while using refresher training practice in hotel organizations. S.D. value of satisfaction level of refresher training practice is 1.10, lower number means lower deviation from the mean value of opinions of employee's related to refresher training in hotel organizations. The value of C.V. is 29.08 of satisfaction level of employees related to refresher training. Higher number means higher variation in the opinions of employee's satisfaction level related to refresher training practice used by hotel organizations.

7.2.4. Perception and opinion of employees regarding effectiveness of training programme

Perception means approach, attitude, awareness, impression. It means perception of employees regarding effectiveness of training programme means impression or approach of employees towards effectiveness of training programme. For effective training programme impression or approach of employee is very important. If this approach is negative then effectiveness of training programme become zero. In other words Perception of employees must be positive, which affects on enhancing effectiveness of training programme.

Opinion means conclusion, impression, point of view, and sentiment. It means opinion of employees regarding effectiveness of training programme is point of view or conclusion of employees. Conclusion of employees towards effectiveness of training programme is very important from feedback point of view and improvement in the training programme. Opinion of employees help in overall development of training programme.

Table No. 4.20 Perception and opinion of employees regarding effectiveness of training programme in Luxury Hotels

Sr. No	Type of Training	Perception of Employees						Opinion of Employees					
		SA =5	Agr =4	Avg. =3	DA =2	SD =1	Total	SA =5	Agr =4	Avg. =3	DA =2	SD=1	Total
1	On the Job Training	216	205	110	54	15	600	233	215	99	47	6	600
2	Off-the Job Training	160	170	134	95	41	600	165	183	139	81	32	600
3	Orientation Training	227	209	123	29	12	600	224	211	132	33	0	600
4	Safety Training	224	195	154	27	0	600	226	174	121	50	29	600
5	Cross Training	208	196	116	60	20	600	219	186	115	56	24	600
6	Refresher Training	205	199	157	33	6	600	203	191	122	49	35	600
7	Management Training	171	185	174	56	14	600	178	170	169	56	27	600

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

Table No. 4. 20 relate to the data of perception and opinions of employees regarding effectiveness of training programme of sample hotels from Pune city. It shows frequency of employee's perception and opinion regarding effectiveness of training programme conducted in sample hotels from Pune city.

Table 4.21 Perception and opinion of employees regarding effectiveness of training programme in Luxury Hotels

Sr. No.	Type of Training	Perception of Employees			Opinion of Employees		
		Wi	S.D.	C.V	Wi	S.D.	C.V.
1	On the Job Training	3.93	1.06	26.99	4.03	0.98	24.31
2	Off-the Job Training	3.53	1.23	34.92	3.61	1.17	32.58
3	Orientation Training	4.02	0.98	24.42	4.04	0.89	22.24
4	Safety Training	4.02	0.91	22.38	3.86	1.15	29.79
5	Cross Training	3.85	1.11	28.64	3.86	1.13	29.14
6	Refresher Training	3.93	0.95	24.22	3.79	1.16	30.61
7	Management Training	3.74	1.04	27.89	3.69	1.13	30.52

Source: Field Survey/ Primary data,

Table No. 4.21 depicts the data of weighted mean, standard deviation, and coefficient of variation related to perception and opinions of employees regarding effectiveness of training programme conducted in sample hotels in Pune city. Perception and opinions of employees is to be considered as feedback of employees for further improvement in the training programme. After calculating statistical values it shows that, weighted mean of perception of employees regarding effectiveness of training programme is 3.93; this weighted mean value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is very close to 4, i.e. agreed. It means employees are agreed about perception regarding effectiveness of training programme. Value of S.D. of perception of employees regarding effectiveness of training programme is 1.06; this value is lower in number, lower number means lower deviation from the mean value of perception of employees regarding effectiveness of training programme. Value of C.V. of perception of employees regarding effectiveness of training programme is 26.99, this value is higher in number, and higher number means higher variations in the perception of employees regarding effectiveness of training programme.

Opinion of employees is regarding effectiveness of on the job training programme. Weighted mean, standard deviation, and coefficient of variation regarding to opinions of employees regarding effectiveness of training programme conducted in sample hotels in Pune city. Weighted mean value of opinion of employees regarding effectiveness of training programme is 4.03, this weighted mean value lies between 4 and 5, i.e. agreed and strongly agreed. But weighted mean value is very close to 4, i.e. agreed. It means opinion of employees is agreed about on the job training programme effectiveness. S.D. value of opinion of employees regarding effectiveness of on the job training programme is 0.98; this value is lower in number, lower number means lower deviation from the mean value of opinion of employees regarding effectiveness of on the job training programme. Value of C.V. of opinions of employees regarding effectiveness of on the job training programme is 24.31; this value is higher in number, higher number means higher variation in the opinion of employees regarding effectiveness of on the job training programme.

After comparing the weighted mean, standard deviation, and coefficient of variation of perception and opinion of employees regarding effectiveness of on the job training programme, weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of on the job training programme. It means perception and opinions of employees are at agreed level regarding effectiveness of on the job training programme. S.D. value of opinion of employees is lower than perception. It means there is less deviation from the mean value of opinion of employees than perception of employees regarding effectiveness of on the job training programme. Taking into account values of C.V. of perception and opinion of employees are regarding effectiveness of on the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of on the job training programme. It means there is lower variation in the opinion of employees regarding effectiveness of on the job training programme.

Perception and opinion of employees regarding effectiveness of off the job training programme. Off the job training practice helps in giving feeling of class-room learning. It will not create in disturbance in regular functioning of hotel organization. After calculating statistical values it shows that, weighted mean of perception of employees regarding effectiveness of off the job training programme is 3.53; this weighted mean value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is near to 4, i.e. agreed. It means employees are agreed about perception regarding effectiveness of off the job training programme. Value of S.D. of perception of employees regarding effectiveness of off the job training programme is 1.23; this value is lower in number, lower number means lower deviation from the mean value of perception of employees regarding effectiveness of training programme. Value of C.V. of perception of employees regarding effectiveness of off the job training programme is 34.92, this value is higher in number, and higher number means higher variations in the perception of employees regarding effectiveness of off the job training programme.

Opinion of employees is regarding effectiveness of off the job training programme. Weighted mean, standard deviation, and coefficient of variation regarding to opinions of employees regarding effectiveness of off the job training programme conducted in sample hotels in Pune city. Weighted mean value of opinion of employees regarding effectiveness of off the job training programme is 3.61 this weighted mean value lies between 3 and 4, i.e. average and agreed. But weighted mean value is near to 4, i.e. agreed. It means opinion of employees is agreed about off the job training programme effectiveness. S.D. value of opinion of employees regarding effectiveness of off the job training programme is 1.17; this value is lower in number, lower number means lower deviation from the mean value of opinion of employees regarding effectiveness of off the job training programme. Value of C.V. of opinions of employees regarding effectiveness of off the job training programme is 32.58; this value is higher in number, higher number means higher variation in the opinion of employees regarding effectiveness of off the job training programme.

On comparing the weighted mean, standard deviation, and coefficient of variation of perception and opinion of employees regarding effectiveness of off the job training programme, weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of off the job training programme. It means perception and opinions of employees are at agreed level regarding effectiveness of off the job training programme. S.D. value of perception of employees is greater than opinion. It means there is less deviation from the mean value of opinion of employees than of employees regarding effectiveness of off the job training programme. Taking into account values of C.V. of perception and opinion of employees are regarding effectiveness of off the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of off the job training programme. It means there is lower variation in the opinion of employees regarding effectiveness of off the job training programme.

Opinion and perception of employees regarding effectiveness of orientation training programme. Orientation training is very useful to newly appointed employees. So they can understand about hotel organization, its management, functioning, rules and regulations etc. Weighted mean of perception of employees regarding effectiveness of orientation training programme is 4.02; this weighted mean value lies between 4 and 5, i.e. agreed and strongly agreed. But this weighted mean value is very close to 4, i.e. agreed. It means perception of employees is at agreed level about effectiveness of orientation training programme. Value of S.D. of perception of employees related to effectiveness of orientation training programme is 0.98, this value is very small in number, small number means small deviation from the mean value of perception of employees regarding

effectiveness of orientation training programme conducted in sample hotels from Pune city. C.V. of the perception of employees related to effectiveness of orientation training programme is 24.42; this value is higher in numbers, higher number means higher variation in the perception of employees about effectiveness of orientation training programme.

Opinion of employees related to effectiveness of orientation training programme. Weighted mean, standard deviation, and coefficient of variation regarding to opinions of employees regarding effectiveness of off the job training programme conducted in sample hotels in Pune city. Weighted mean value of opinion of employees about effectiveness of orientation training programme is 4.04, this value lies between 4 and 5, i.e. agreed and strongly agreed. But weighted mean value is very close to 4, i.e. agreed. It means opinion of employees is at agreed level related to effectiveness of orientation training programme conducted in sample hotels in Pune city. S.D. value of opinion of employees about effectiveness of orientation training programme is 0.89, this value is very low in number, low number means low deviation from the mean value of opinion of employees related to effectiveness of orientation training programme. Considering the value of C.V. of opinion of employees regarding effectiveness of orientation training programme is 22.24; this value is higher in numbers, higher number means higher variation in the opinion of employees related to effectiveness of orientation training programme conducted in sample hotels in Pune city.

On making comparison of the weighted mean, standard deviation and Coefficient of variation between perception and opinion of employees regarding effectiveness of orientation of training programme. It means perception and opinion of employees are at agreed level of effectiveness of orientation training programme conducted in sample hotel organizations. S.D. of perception is higher than opinion employees regarding effectiveness of orientation training programme in sample hotels. It means there is little higher deviation from the mean value of perception employees regarding effectiveness of orientation training programme than opinion of employees. Taking into account value of C.V. of both perception and opinion of employees regarding effectiveness of orientation training programme is higher means higher variation in sample hotels. But value of C.V. of perception is higher than opinion of employees regarding effectiveness of orientation training programme in sample hotels. It means there is higher variation in perception of employees regarding effectiveness of orientation training programme than opinion of employees.

Safety training plays very important role in effective functioning of employees. In hotel organizations there is always higher chance of accidents in hotel functioning. Weighted mean value of perception of employees regarding effectiveness of safety training programme is 4.02, this weighted mean value lies between 4 and 5, i.e. agreed and strongly agreed. It means perception of employees is at agreed level of effectiveness of safety training programme in sample hotels. Value of S.D. of perception of employees regarding effectiveness of safety training programme is 0.91; this value is lower in number, lower number means lower deviation from the mean value of perception of employees regarding effectiveness of safety training programme in sample hotels. C.V. of the perception of employees regarding effectiveness of safety training programme is 22.38, this value is higher in number, higher number means higher variation in the perception of employees regarding safety training programme in sample hotels.

Weighted mean value of opinion of employees regarding effectiveness of safety training programme is 3.86. This weighted mean value lies between 3 and 4, i.e. average and agreed. But weighted mean value is close to 4, i.e. agreed. It means opinion of employees is at agreed level regarding effectiveness of safety training programme in sample hotels. S.D. value of perception is lower than opinion of employees of regarding effectiveness of safety training power than opinion of employees sample hotels. It means there is lower deviation from the mean value of perception of employees of regarding effectiveness of safety training programme than opinion of employees of sample hotels. Values of C.V. of perception and opinion of employees of regarding effectiveness of safety training programme is higher in number, higher number means higher variation. But value of C.V. of perception of employees about effectiveness of safety training programme is lower than opinion of employees of sample hotels. It means there is higher variation in the opinion of employees related to effectiveness of safety training programme than perception of employees of sample hotels.

On comparing the weighted mean, standard deviation, and coefficient of variation of safety training programme of sample hotels, Weighted mean value of perception and opinion of employees are close to 4, i.e. agreed regarding effectiveness of safety training programme. But weighted mean value of perception of employees is higher than opinion of employees regarding effectiveness of safety training programme in sample hotels. Both values of S.D. of perception and opinion of employees are small in number, small number means small deviation from the mean value of employees regarding to effectiveness of safety training programme of sample hotels. But compare to S.D. value of opinion of employees is higher than perception of employees regarding to effectiveness of safety training programme.. Both values of C.V. are higher in number, higher number means higher variation than perception of employees regarding to effectiveness of safety training programme in sample hotels.

Cross training is very important from employee's point of view as well as hotel organization point of view. Cross training is the practice of giving training to your employees to work in different and several roles. He will fulfill new responsibilities effectively. Weighted mean of perception of employees regarding effectiveness of cross training programme is 3.85, this value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is close to 4, i.e. agreed. It means perception of employees at agreed level regarding to effectiveness of cross training programmes in sample hotels. Value of S.D. of perception of employees of regarding to

effectiveness of corss training programme is 1.11; this value is small in number, small number means small deviation from the mean value of perception of employees regarding effectiveness of cross training programme conducted in sample hotels. Value of C.V. of perception of employees regarding effectiveness of cross training programme is 28.64, this value is higher in numbers, higher number means higher variation in the perception of employees regarding to effectiveness of cross training programme in sample hotels.

Weighted mean of opinion of employees regarding effectiveness of cross training programme is 3.86, this value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is close to 4, i.e. agreed. It means opinion of employees is at agreed level regarding effectiveness of corss training programme in sample hotels. S.D. value of opinion of employees regarding effectiveness of cross training programme is 1.13; this value is lower in number, lower number means lower deviation in the opinion of employees. It means there is lower deviation from the mean value of opinion of employees regarding effectiveness of cross training programme. Value of C.V. of opinion of employees regarding effectiveness of cross training programme is 29.14. This value is higher in number, higher number means higher variation in opinion of employees regarding to effectiveness of cross training programme conducted in sample hotels.

After making comparison among the weighted mean, standard deviation, and coefficient of variation of perception and opinion of employees regarding effectiveness of cross training programme conducted in sample hotels. Weighted mean of perception and opinion of employees regarding effectiveness of cross training programme is 3.85 and 3.86 which are very close to each other. But both these values are very close to 4, i.e. agreed. It means perception and opinion of employees are at agreed level regarding effectiveness of cross training programme conducted in sample hotels. Considering the values of S.D. is 1.11, and 1.13 of perception and opinion of employees of effectiveness of cross training programme. Both these values are small in numbers, small number means small deviation from the mean value of perception and opinion of employees regarding effectiveness of cross training programme of sample hotels. But there is small deviation in perception of employees regarding effectiveness of cross training programme than opinion of employee regarding to effectiveness of cross training programme. Values of C.V. of perception and opinion of employees regarding to effectiveness of cross training programme are 28.64 and 29.14, value of opinion of employees is higher than perception of employee regarding effectiveness of cross training programme. Both these values are higher in number, higher number means higher variation in opinion of employees regarding to effectiveness of cross training programme.

Refresher training is very useful for employee as well as hotel organization point of view. For old and experienced employees refresher training plays significant role. For updating knowledge, skills, and technology refresher training is very important. Weighted mean of perception of employee regarding effectiveness of refresher training programme is 3.93, this value lies between 3 and 4, i.e. average and agreed. But weighted mean value is very close to 4, i.e. agreed. It mean perception of employees regarding effectiveness of refresher training programme in sample hotels. The S.D. value of perception of employees regarding effectiveness of refresher training programme is 0.95; this value is very small in number, small number means small deviation from the mean value of perception of employees related to effectiveness of refresher training programme in sample hotels. C.V. of the perception of refresher training programme is 24.22, this value of C.V. is higher in number means there is higher variation in the perception of refresher training programme in sample hotels.

Value of weighted mean of opinion of employees regarding effectiveness of refresher training programme is 3.79, this value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is near to 4, i.e. agreed. It means opinion of employees at agreed level of effectiveness of refresher training programme in sample hotels. S.D. value of opinion of employees regarding effectiveness of refresher training programme is 1.16, this value is lower in number, lower number means lower deviation from the mean value of opinion of employees regarding effectiveness of refresher of training programme in sample hotels. The value of C.V. of opinion of employees regarding effectiveness of refresher training programme is 30.61; this value is higher in number, higher number means higher variation in the opinion of employees regarding effectiveness of refresher training programme in sample hotels.

Taking into account weighted mean values of perception and opinion of employees regarding effectiveness of refresher training programme, Both these values are at agreed level regarding effectiveness of refresher training programme. But value of weighted mean of perception of employees is higher than opinion of employees regarding refresher training programme in sample hotels. Value of S.D. of perception of employees is lower than opinions of employees regarding effectiveness of refresher training programme in sample hotels. It means there is lower deviation in perception than opinion of employees regarding effectiveness of refresher training programme in sample hotels. Both value of C.V. of perception and opinion of employees is higher in number, higher number means higher variation regarding effectiveness of refresher training programme in sample hotels. But on comparing the value of C.V. of perception of employees is lower than opinion of employees regarding effectiveness of refresher training programme in sample hotels.

Management training plays significant role from hotel organization point of view as well as employee's point of view. Management training helps in developing skills of planning, decision making, organizing, directing, Controlling, co-ordinating, etc. management functions. It is essential for employees to develop their management skill. Therefore management training is very useful to employees working at various levels. Weighted mean of value of perception of employees regarding effectiveness of management training programme is 3.74; this value lies between 3 and 4, i.e. average and agreed. But weighted mean value is close

to 4, i.e. agreed. It means perception of employees is at agreed level of effectiveness of management training programme. The value of S.D. is 1.04 of perception of employees regarding to effectiveness of management training programme. There is small deviation in perception of employees regarding effectiveness of management training programme. Value of C.V. of perception of employees regarding effectiveness of management training programme is 27.89. This value is higher in number, higher number means higher variation in perception of employees regarding to effectiveness of management training programme.

Weighted mean value of opinion of employees regarding effectiveness of management training programme is 3.69. This weighted mean value lies between 3 and 4, i.e. average and agreed. But this weighted mean value is near to 4, i.e. agreed. It means opinion of employees agreed regarding effectiveness of management training programme. The value of S.D. of opinion of employees regarding effectiveness of management training programme is 1.13, this value is lower in number, lower number means lower deviation from the mean value of opinion of employees regarding effectiveness of management training programme. C.V. of the opinion of employees regarding effectiveness of management training programme is 30.52. This value is higher number, higher number means higher variation in the opinion of employees regarding effectiveness of management training programme. There is low variation in the perception of employees than opinion of employees regarding effectiveness of management training programme in sample hotels.

It is observed that weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of on the job training programme. It means there is less deviation from the mean value of opinion of employees than perception of employees regarding effectiveness of on the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of on the job training programme. It means there is lower variation in the opinion of employees regarding effectiveness of on the job training programme.

Weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of off the job training programme. S.D. value of perception of employees is greater than opinion. It means there is less deviation from the mean value of opinion of employees than of employees regarding effectiveness of off the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of off the job training programme.

Weighted mean of perception and opinion of employees are at agreed level of effectiveness of orientation training programme conducted in sample hotel organizations. It means there is little higher deviation from the mean value of perception employees regarding effectiveness of orientation training programme than opinion of employees. Taking into account value of C.V. of both perception and opinion of employees regarding effectiveness of orientation training programme is higher means higher variation in sample hotels. There is higher variation in perception of employees regarding effectiveness of orientation training programme than opinion of employees.

Weighted mean value of perception of employees is higher than opinion of employees regarding effectiveness of safety training programme in sample hotels. Both values of S.D. of perception and opinion of employees are small in number, small number means small deviation from the mean value of employees regarding to effectiveness of safety training programme of sample hotels. On compare to S.D. value of opinion of employees is higher than perception of employees regarding to effectiveness of safety training programme. Both values of C.V. are higher in number, higher number means higher variation than perception of employees regarding to effectiveness of safety training programme in sample hotels.

Perception and opinion of employees are at agreed level regarding effectiveness of cross training programme conducted in sample hotels. Both these values are small in numbers, small number means small deviation from the mean value of perception and opinion of employees regarding effectiveness of cross training programme of sample hotels. But there is small deviation in perception of employees regarding effectiveness of cross training programme than opinion of employee regarding to effectiveness of cross training programme. Values of C.V. of perception and opinion of employees regarding to effectiveness of cross training programme are 28.64 and 29.14, value of opinion of employees is higher than perception of employee regarding effectiveness of cross training programme. Both these values are higher in number, higher number means higher variation in opinion of employees regarding to effectiveness of cross training programme.

Weighted mean values values are at agreed level regarding effectiveness of refresher training programme. But value of weighted mean of perception of employees is higher than opinion of employees regarding refresher training programme in sample hotels. Value of S.D. of perception of employees is lower than opinions of employees regarding effectiveness of refresher training programme in sample hotels. Both value of C.V. of perception and opinion of employees is higher in number, higher number means higher variation regarding effectiveness of refresher training programme in sample hotels.

Weighted mean values are very close to 4, i.e. agreed. It means perception and opinion of employees are at agreed level regarding effectiveness of management training programme conducted in sample hotels. Values of S.D. are small in numbers, means small deviation from the mean value of perception and opinion of employees regarding effectiveness of cross training programme of sample hotels. But there is low deviation in perception of employees regarding effectiveness of management training programme than opinion of employee regarding to effectiveness of management training programme. Values of C.V. of perception and opinion of employees is higher than perception of employee regarding effectiveness of management training programme, these values are higher in number, higher number means higher variation in opinion of employees regarding

to effectiveness of management training programme. There is low variation in the perception of employees than opinion of employees regarding effectiveness of management training programme in sample hotels.

8. FINDINGS OF THE STUDY

The highest frequency of conducting training practice is monthly. It has highest percentage, i.e. 73% employees expressing their opinion of conducting monthly training practices. Second highest percentage of frequency of conducting training practice is 14.17% of quarterly frequency of conducting training practice in luxury hotels. Quarterly training practice is also important. Third highest percentage is 6.67 %, having frequency of conducting training practices is biannually. Fourth highest percentage is 3.33%, having frequency of conducting training practice is yearly. It means as per employees opinion about frequency of conducting training practices half yearly training practice is less important. From this it reflects that monthly and quarterly training frequency is more important from employee's point of view.

Existing training practices for skill enhancement and perceived training practices for skill enhancement of employees give 1st Garrett rank. It means there is no difference between giving 1st Garrett rank for skill enhancement. There is difference in assigning 2nd Garrett Rank to improving food quality with the help of existing training practices. Whereas 2nd Garrett Rank to cleanliness with the help of perceived training practices for attracting customers towards the luxury hotel organizations. There is difference in giving 3rd Garrett rank to safety with the help of existing training practices. While perceived training practices give 3rd Garrett rank to improving service quality for increasing customer's satisfaction. There is difference in giving 4th Garrett rank to improving service quality with the help of existing training practices. While perceived training practices give 4th Garrett rank to safety for increasing stress free work-life. There is difference in giving 5th Garrett rank to cleanliness with the help of existing training practices. Whereas perceived training practices give 5th Garrett rank to improving food quality for increasing customer's satisfaction.

Employees opinion regarding to satisfaction level is at agreed of using in the job training method in hotel organizations. Value of S.D. small number means small deviation from the mean value of opinions of employees related to employee's satisfaction regarding on the job training method used for employee training in hotels from Pune city. The value of C.V. is higher in number, higher number means higher variation in the opinions of employees regarding satisfaction level on using on the job training method.

Weighted mean value of employee's opinions at average level about satisfaction level related to off the job training practice in hotels. S.D. value of satisfaction level of employees is lower number means lower deviation from the mean value of opinions of employees related to satisfaction of employees related to off the job training practice in hotels. Value of C.V. is higher in number, higher number means higher variation in the opinions of employees related to satisfaction level of employees regarding the off the job training practice.

Weighted mean value of employee's opinions is at agreed level related to orientation training practice in hotel organizations. The value of S.D. is lower in number, lower number means lower deviation from the mean value of opinions of employees regarding satisfaction level to orientation training method. C.V. of satisfaction level of employees is higher in number, higher number means higher variation in the opinions of employee's satisfaction level related to orientation training method.

Weighted mean of opinions of employee's satisfaction is at agreed level related to safety training practice in hotel organization. The value of S.D. is lower number means lower deviation in employee's opinions related to satisfaction level about safety training practice. Value of C.V. is higher in number, there is lower consistency in the opinions of employee's related to satisfaction level of safety training practice used for employee training in hotel organization in Pune city.

Weighted mean value of opinions of employee's is at agreed level while using refresher training practice in hotel organizations. S.D. value of satisfaction level of refresher training practice is lower number means, lower deviation from the mean value of opinions of employee's related to refresher training in hotel organizations. The value of C.V. is higher number means higher variation in the opinions of employee's satisfaction level related to refresher training practice used by hotel organizations.

Weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of on the job training programme. It means there is less deviation from the mean value of opinion of employees than perception of employees regarding effectiveness of on the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of on the job training programme.

Weighted mean of opinion of employees is greater than perception of employees regarding effectiveness of off the job training programme. S.D. value of perception of employees is greater than opinion. It means there is less deviation from the mean value of opinion of employees than of employees regarding effectiveness of off the job training programme. C. V. of perception is greater than opinion of employees regarding effectiveness of off the job training programme.

Weighted mean of perception and opinion of employees are at agreed level of effectiveness of orientation training programme conducted in sample hotel organizations. It means there is little higher deviation from the mean value of perception employees regarding effectiveness of orientation training programme than opinion of employees. There is higher variation in perception of employees regarding effectiveness of orientation training programme than opinion of employees.

Weighted mean value of perception of employees is higher than opinion of employees regarding effectiveness of safety training programme in sample hotels. On compare to S.D. value of opinion of employees is higher than perception of employees regarding to effectiveness of safety training programme. Both values of C.V. are higher in number, higher number means higher variation than perception of employees regarding to effectiveness of safety training programme in sample hotels.

Perception and opinion of employees are at agreed level regarding effectiveness of cross training programme conducted in sample hotels. There is small deviation in perception of employees regarding effectiveness of cross training programme than opinion of employee regarding to effectiveness of cross training programme. Values of C.V. of perception and opinion of employees are higher than perception of employee regarding effectiveness of cross training programme. Both these values are higher in number, higher number means higher variation in opinion of employees regarding to effectiveness of cross training programme.

Value of weighted mean of perception of employees is higher than opinion of employees regarding refresher training programme in sample luxury hotels. Value of S.D. of perception of employees is lower than opinions of employees regarding effectiveness of refresher training programme in sample hotels. Both value of C.V. of perception and opinion of employees is higher in number, higher number means higher variation regarding effectiveness of refresher training programme in sample hotels.

Perception and opinion of employees are at agreed level regarding effectiveness of management training programme conducted in sample hotels. There is low deviation in perception of employees regarding effectiveness of management training programme than opinion of employee regarding to effectiveness of management training programme. Values of C.V. of perception and opinion of employees is higher than perception of employee regarding effectiveness of management training programme, these values are higher in number, higher number means higher variation in opinion of employees regarding to effectiveness of management training programme. There is low variation in the perception of employees than opinion of employees regarding effectiveness of management training programme in sample hotels.

9. Conclusion

Employees of luxury hotels are at satisfied level regarding training practices used. It means satisfied employees improve efficiency and productivity of the luxury hotel organizations. Perception and opinion of employees about training practices used in luxury hotels is at positive level. In other words employees have positive perceptions and opinion is also at positive, which helps in enhancing employees work efficiency and creates loyalty towards luxury hotel organizations. It means training practices develop positive attitude among employees. This helps in retaining employees for longer period and minimizes employee's turnover.

10. Recommendation

Training to hotel employees is very important for improving employee's skills and knowledge. Training increases efficiency and improve quality of service. Due to improved quality customer satisfaction increases. Hence for enhancing customer satisfaction training is required to employees. Perception and opinion of employees play significant role in hotel functioning. For developing positive perception and opinion of employees training is necessary to workforce of hotel organizations. Also changes in any industry take place. For facing and meeting requirement of changes training is required.

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