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AN EVALUATIVE STUDY OF TRAINING AND DEVELOPMENT PRACTICES IN THE FIVE-STAR HOTEL SECTOR

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ABSTRACT
This study evaluates the training and development practices in the five-star hotel sector, with a focus on employee perceptions and organizational investment in skill enhancement. Conducted in Mumbai using a structured questionnaire and a sample of 380 respondents, the research reveals a strong consensus among employees on the adequacy and effectiveness of training programs. Key findings highlight satisfaction with training content, support for further education, and the promotion of a continuous learning culture. Employees also acknowledged the hotel's investment in professional development and recognition for training participation. The study underscores the importance of strategic training initiatives in enhancing service quality, boosting employee morale, and supporting long-term organizational success.

KEYWORDS: *Training and development, Employee perception, Hotel industry.*

INTRODUCTION

Nowadays, Training and development is a crucial term for every business to make employees extraordinary and updated skills of workers. The business world becoming more challenging and competitive. To endure and sustain in the dynamic business environment all the time coming new challenges in front of the organization; Pati & Das, (2018). Therefore, the organization needs to work constantly on different strategies to remain in the market and give the best service of the potential target customers.

The hotel industry in India has witnessed remarkable growth over the past two decades, driven by a surge in domestic and international tourism, business travel, and evolving consumer preferences. India's rich cultural heritage, diverse geography, and expanding middle class have made it a major destination for both leisure and corporate travelers. With government initiatives like "Incredible India" and improved infrastructure such as better road connectivity, airports, and urban transit systems, the demand for quality accommodation has risen significantly. This has encouraged leading global hotel chains to expand their footprint in major Indian cities as well as emerging tourist hubs, creating a vibrant and competitive hospitality market.

The five-star hotel industry is renowned for its commitment to delivering unparalleled luxury and service to guests. Behind the scenes, the industry relies heavily on the dedication and expertise of its floor managers, housekeepers, and other staff to maintain its esteemed reputation. However, it faces significant challenges in retaining skilled personnel in these critical roles. Hospitality organizations recently witnessed an unprecedented change in their functional areas of management, which was caused by the COVID-19 pandemic, and this has resulted in a high demand for potential talent that would assist the industry in bouncing back to its original state. Training and development are integral to maintaining service excellence in the five-star hotel sector. Guests expect nothing short of perfection, and to deliver this, employees must be well-trained.

Development practices extend beyond conventional training modules. Today, organizations emphasize mentoring and coaching as integral components of employee development. In the context of the hotel industry, mentoring by hiring firms or internal leaders significantly shapes employee experiences, especially for newcomers. Mentoring helps bridge the gap between theoretical knowledge and practical application. It provides newly hired staff with guidance, emotional support, and a structured pathway to navigate organizational complexities. Effective mentoring improves

job readiness, enhances confidence, and cultivates leadership skills among mentees, thereby contributing to both personal growth and organizational resilience.

REVIEW OF LITERATURE

Takeuchi et al. (2007) propose that hotels shape their employees to excel in challenging assignments by fostering a supportive environment where corporate values are ingrained through interactions with supervisors and peers. This process motivates employees to proactively acquire new skills and internalize personal values through personalized learning experiences. Beyond traditional training methods, hotels prioritize creating a culture of continuous learning and development, wherein employees are encouraged to seek out opportunities for growth and self-improvement.

Nischithaa (2014) examined the growing necessity of training and development in the hotel sector in response to evolving trends such as technological advancements, eco-friendly service demands, competitive pricing strategies, diverse market segmentation, and regional customer preferences. In today's hospitality landscape, employee training has become a crucial element of human resource management. Numerous scholars have explored how training aligns strategically with organizational objectives and contributes to achieving business goals within the industry.

Sharma and Gupta (2017) emphasize that employee training and development are vital in the hospitality sector, where the ultimate goal is to enhance guest satisfaction and service quality. The challenge of high employee turnover in hotels not only impacts efficiency but also tarnishes the organization's reputation. Global research indicates that management development programs contribute to increased employee satisfaction and reduced attrition rates. From a human resource standpoint, frequent staff exits disrupt team cohesion, and integrating new employees takes time, thereby lowering overall team performance.

Baum (2019) takes a very critical stance against the hospitality industry and argues that it doesn't deserve talent. This is because it does not provide an environment that seeks to support or nurture its employees. The underlying employment issues that characterise the hospitality industry are such that it does not meet reasonable criteria for the spirit or intent of the notion of decent work.

Prior research has uncovered a robust correlation between talent management practices and several critical aspects of organizational success, including employee retention, sustainable performance, and engagement, as highlighted by Sopiah et al. (2020). This indicates that organizations that effectively implement talent management strategies are more likely to experience higher levels of employee retention, greater organizational performance over time, and increased levels of employee engagement.

Jane et al. (2023) emphasize that targeted training prepares employees with essential competencies to navigate the changing requirements of the winter tourism sector, including evolving customer expectations, technological progress, and new regulatory standards. Tourism education enhances not only job efficiency but also employees' confidence in managing industry-specific challenges effectively.

The study by Bokde & Kulkarni (2025) investigates the influence of training and development on employee retention, with a particular focus on the mediating role of employee loyalty. Data were gathered through a structured questionnaire distributed to 250 employees working in four- and five-star hotels across Mumbai and Goa. The researchers employed Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM) for data analysis.

OBJECTIVE OF THE STUDY

- To study the training and development practices in the five star hotel industry.

RESEARCH METHODOLOGY

Research Design: For the present study descriptive method has been used.
Population: The present research study has been conducted in Mumbai.
Method of Sampling: In the present study, simple random sampling has been considered so as to collect the data.
Sample size: 380 Respondents

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Primary Data: In the present study the primary data has been collected from the selected employees of five star hotels in Mumbai.
Research Instrument: A structured questionnaire was employed for data collection, with responses to the questions rated using a Likert Scale aligned with the study objectives.
Validity of Questionnaire: The value of cronbach alpha for all items of questionnaire is 0.9046.

ANALYSIS

Table 1: Table showing the response related to training and development practices in the five star hotel industry

S. No.	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Do you agree that the hotel provides adequate training programs to prepare employees for their roles?	111 (29.21%)	179 (47.10%)	30 (7.9%)	51 (13.42%)	9 (2.37%)
2	How satisfied are you with the quality of training materials and resources provided by the hotel?	108 (28.42%)	173 (45.52%)	33 (8.7%)	54 (14.21%)	12 (3.15%)
3	Do you feel that the training programs offered by the hotel effectively enhance your skills and competencies?	116 (30.52%)	170 (44.73%)	32 (8.42%)	51 (13.42%)	11 (2.9%)
4	Do you agree that the hotel encourages employees to pursue further education or certifications related to their roles?	107 (28.15%)	168 (44.22%)	31 (8.15%)	59 (15.53%)	15 (3.95%)
5	Do you agree that the hotel fosters a learning culture that encourages continuous improvement?	103 (27.10%)	165 (43.42%)	36 (9.48%)	62 (16.32%)	14 (3.68%)
6	Do you agree that hotel invests enough resources into training and development initiatives?	120 (31.57%)	162 (42.63%)	30 (7.9%)	55 (14.48%)	13 (3.42%)
7	Do you agree that the hotel provides opportunities for employees to participate in workshops, seminars or conferences relevant to their roles?	129 (33.95%)	159 (41.84%)	29 (7.63%)	50 (13.15%)	13 (3.42%)
8	Do you feel that the hotel recognizes and rewards employees who actively engage in training and development activities?	123 (32.36%)	152 (40%)	30 (7.9%)	61 (16.05%)	14 (3.68%)

FINDINGS

1. Perception of Training Support: A total of 76.31% of employees (47.10% agreed, 29.21% strongly agreed) believe that the hotel provides adequate training support. Only 15.79% disagreed, while 7.9% remained neutral. This reflects that a majority feel well-equipped for their roles through training.

2. Satisfaction with Training Materials: Approximately 73.94% of employees expressed satisfaction with the quality of training materials. A smaller group (17.36%) disagreed, and 8.7% were neutral. Overall, the training content appears to meet employee expectations and supports their development.
3. Skill Development through Training: About 75.25% of employees (44.73% agreed, 30.52% strongly agreed) feel that the training enhances their skills and competencies. Only 16.32% disagreed, while 8.42% were neutral. This indicates a strong perception of the training's effectiveness in fostering professional growth.
5. Support for Further Education: Nearly 72.37% of employees (44.22% agreed, 28.15% strongly agreed) feel the hotel supports further education or certification. A smaller segment (19.48%) disagreed, with 8.15% remaining neutral. This suggests widespread acknowledgment of the hotel's encouragement for continued education.
6. Promotion of Learning Culture: 70.52% of employees recognize that the hotel fosters a culture of continuous learning. Around 20% disagree, and 9.48% express uncertainty. The overall sentiment indicates a favorable view of the organizational learning environment.
7. Investment in Training: A majority of 74.2% feel that the hotel invests adequately in training programs. On the contrary, 17.9% disagree, while 7.9% remain neutral. This shows employee acknowledgment of financial and structural support for development.
8. Opportunities for Professional Events: About 75.79% agree that the hotel provides opportunities for attending external professional development events. However, 16.57% disagree, and 7.63% are undecided. This points to a positive perception of exposure beyond internal programs.
9. Recognition for Training Participation: 72.36% of employees believe their efforts in training are recognized and rewarded by the hotel. On the other hand, 19.73% disagree, and 7.9% are neutral. Most employees feel appreciated for their learning contributions.

CONCLUSION

The study concludes that employees in the five-star hotel sector generally hold a positive perception of the training and development practices implemented by their organizations. Most employees feel that the training provided equips them effectively for their roles, with content and materials meeting their professional needs. There is a strong sense that training contributes to skill enhancement and personal growth, while additional support for further education and participation in external professional events is also well-regarded. The promotion of a continuous learning culture and visible investment in employee development reflect a strategic organizational commitment to workforce improvement. Furthermore, recognition of training efforts reinforces motivation and engagement, indicating that training is not only functional but also valued within the work culture.

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