# INDEX

Chapter 3 : Research Methodology

<table>
<thead>
<tr>
<th>S.No</th>
<th>Content</th>
<th>Page No</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Introduction</td>
<td>100</td>
</tr>
<tr>
<td>3.2</td>
<td>The Study</td>
<td>102</td>
</tr>
<tr>
<td>3.2.1</td>
<td>Objectives of the Study</td>
<td>102</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Significance of the study</td>
<td>103</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Scope of the Study</td>
<td>105</td>
</tr>
<tr>
<td>3.3</td>
<td>Hypothesis</td>
<td>107</td>
</tr>
<tr>
<td>3.4</td>
<td>Statement of Problem</td>
<td>108</td>
</tr>
<tr>
<td>3.5</td>
<td>Type of Research</td>
<td>109</td>
</tr>
<tr>
<td>3.6</td>
<td>Research Methodology</td>
<td>109</td>
</tr>
<tr>
<td>3.7</td>
<td>Data Collection</td>
<td>111</td>
</tr>
<tr>
<td>3.8</td>
<td>Tools of Data collection</td>
<td>111</td>
</tr>
<tr>
<td>3.8.1</td>
<td>Case Study Method</td>
<td>111</td>
</tr>
<tr>
<td>3.8.2</td>
<td>Other Methods</td>
<td>117</td>
</tr>
<tr>
<td>3.9</td>
<td>Sample Size and Techniques</td>
<td>119</td>
</tr>
<tr>
<td>3.10</td>
<td>Limitations of the Research</td>
<td>120</td>
</tr>
<tr>
<td>3.11</td>
<td>Scope for further Studies</td>
<td>121</td>
</tr>
<tr>
<td>3.12</td>
<td>Research Process</td>
<td>123</td>
</tr>
<tr>
<td>3.13</td>
<td>Indexing</td>
<td>124</td>
</tr>
</tbody>
</table>
“If we knew what we were doing it wouldn’t be research” - Albert Einstein
Chapter 3: Research Methodology

After completing the literature review on training in hospitality industry the Gap for status report on training practices was identified. This chapter outlines the research methodology adopted to complete the study in a scientific manner.

The study is titled as “Status\(^6\) Report on Training Activities in Selected Hospitality Industry Units in Pune”.

3.1. Introduction

Training seems very limited and restricting. Life is all about improvement and improvement is done through transformation. Transformation – whether of the organization or of individual – always help liberate enable people. Training is to bring about the transformation in people’s hearts and mind. (Ashutosh Pande)

Hospitality sector is growing at a very fast rate in India. The sector is growing at a rate of approximately 8%. This sector can be broadly classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. Other than that, hospitality is applicable at various places like in universities, sporting venues, exhibition centers and smaller events management companies. The industry was earlier part of travel and tourism but now it has a separate industry status. Like aviation industry which was part of travel & tourism, hospitality industry.

The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. Skilled chefs and managers are in great

\(^6\) Status report is preconditioned form of evaluation of training effort in any organization. Presently, In the absence of such status report in hospitality industry, researcher has embarked on the status report as follow.

Ph. D Thesis Suruchi Pandey submittd to TMV
demand. Managers require huge range of competencies such as, people management, viable skills, business insights, analytical skills, succession planning, and resource development in order to get success in this sector. In addition to that, employees are not enough trained on Business Etiquettes, Courtesy, and Business Communication. Hospitality is all about handling people. So an employee must have right attitude, tolerance, and listening skills in order to move up the hierarchy. There is still a long way to go to inculcate good public relations, interpersonal skills.

With the increase in competition due to the coming up of major players and investments in hospitality industry sector, the need to train employees has increased more than ever before. The major players are now strategizing to increase the turnover of the customers by training their employees on Communication, Dining and Business etiquettes, etc. Some of the essentials required by hospitality sector training are:

- Good infrastructure
- Trained trainers
- Quality of content
- Certification of training course
- Effective Training evaluation

**Training and Development** Programs are available for the following areas:

- Food Production
- Food and Beverage Service
- Front Office
- Housekeeping
- Information Technology
- Customer Relationship Management
- Supervisory Skills
- Interpersonal Skills
- Managerial Skills

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3.2. The Study

The Present research study mainly focuses on the Training practices prevailing in selected Hospitality industry units in Pune. The study examines role of training and development function existing in the industry.

3.2.1 Objectives of the Study

The primary objective is to know the status of training activities in hospitality industry in Pune.

Further objective to carry out such studies is to

7. To look at the efforts hospitality industry Units are putting in training activities in Pune.
8. To understand the prevailing training practices in hospitality Industry.
9. To explore the process of training followed in hospitality industry.
10. To identify the training needs of hospitality staff.
11. To find out adequacy of training imparted.
12. To demonstrate best practices of the hospitality industry.
3.2.2 Significance of the Study

This present study will be of great significance to:

(a) Employers and Management: Hospitality Industry has achieved an exponential growth in last few years. Many new set ups have started and old ones are expanding its branches in terms of more rooms, more services, facilities, operations in new cities. With this growth human resources functioning has become a challenge. Specially availability of trained and motivated staff is the major requirement. Present study will help employers understand industry trend and gear up their own training facilities to meet Human resource requirements. Specially Human resource professionals can make use of this study while planning Human resources. The findings and suggestions of the present Study is already discussed with office bearers of Pune hoteliers association..

(b) Employees: Employees working in hospitality industry or aspiring to join the industry can make use of present study by knowing the kind of practices existing and training expectations of the industry.

(c) Academicians: Present study can be of help to two many disciplines in studies. Specially hospitality / hotel management, Human resource management and general management. The research work can also be taken further by other academicians in doing sector wise, region wise or period wise comparison. Few topics for further research are discussed later in this chapter.
(d) Trainers and Consultant: Trainers and consultants can benefit from the study to great extent as the information about training practices, training requirements, skills gaps are identified in the report.

(e) Training and Educational Institutes: Hospitality sector is in need of the trained manpower. Various training and educational institutes can make use of this study in imparting training to the candidates and make them ready for the job. This training is more of a vocational nature. Also trend is that most of the hotels are setting up their own institutes for ready supply of trained human resources. The study can benefit such set up.

(f) Researcher: The study has help me in exploring the field of training in hospitality industry. It has helped researcher in developing insight and more understanding about training functions. This entire research experience was a lot of learning for researcher on research methodology and industrial practices.
3.2.3. Scope of the study:

The present study deals with training practices pertaining to employees in Selected Hospitality Industry Units in Pune. The present study is conducted in five star hospitality industry units in Pune.

This report is not a comparative analysis within or outside hospitality Industry.

Geographical territory

Pune was the location of study and hospitality industry within Pune was studied for the purpose of research. Pune is the Queen of the Deccan" and has historic monuments and traditions that are several centuries old, co-existing with upcoming business and industry which include the mammoth engineering set-up, and some of the best software technology parks in India. The hotels in Pune are also state of the art.

The findings and suggestions of the study can be applied with due caution and customisation to the Hospitality Industry in broader sense as:

- Hotel & Restaurant Management
- Airline Catering and Cabin Services
- Club Management
- Cruise Hospitality Management
- Hospital Administration and Catering
- Institutional Management (supervising canteens in college, schools, factories, company guest houses etc.)
- Catering departments of railways, banks, armed forces, shipping companies etc.
- Resort and Spas
- Fitness and Health facilities
- Casinos
- Hospitality consulting companies
- Forest Lodges
Guest Houses

The hospitality Industry units vary in size, operations, turnover, services and management. The present study has been restricted to five star hospitality Industry units in Pune.

Data has been collected from three well know five star deluxe hotels in Pune. As the industry is in growing phase and other types of hospitality industry is still not very organized in their business and management functions.
3.3. Hypothesis

A supposition; a proposition or principle which is supposed or taken for granted, in order to draw a conclusion or inference for proof of the point in question; something not proved, but assumed for the purpose of argument, or to account for a fact or an occurrence; as, the hypothesis that head winds detain an overdue steamer.

An hypothesis being a mere supposition, there are no other limits to hypotheses than those of the human imagination.

A tentative theory or supposition provisionally adopted to explain certain facts, and to guide in the investigation of others; hence, frequently called a working hypothesis.

HYPOTHESIS:

There are two Hypothesis set for present research study are mentioned below:

HYPOTHESIS 1:

Hospitality Industry Units are imparting satisfactory Training to its employees to perform their job responsibilities.

HYPOTHESIS 2:

Hospitality Industry Units are following systematic process of training to impart knowledge and skills to its employees at operational levels.
3.4. Statement of Problem

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. If current or potential job occupants can meet this requirement, training is not important. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees.

As jobs have become more complex, the importance of employee training has increased. When jobs were simple, easy to learn, and influenced to only a small degree by technological changes, there was little need for employees to upgrade or alter their skills. But the rapid changes taking place during the last quarter century in our highly sophisticated and complex society have created increased pressures for organisations to readopt the products and services offered, the types of jobs required, and the types of skills necessary to complete these jobs.

There is increasing realization among the HR fraternity that most of the problems in the industry, hospitality is no exception have “training solutions” and not “non training solutions” (as it is generally believed ).

Hospitality Industry has achieved a sustainable growth rate in India. There are many entrants from outside setting up their facilities in India. Making a balance of demand and supply of Human Resource is the biggest challenges faced by this industry. In such a scenario of competition and growth companies rely more on training function to bridge the gap in human resource skills requirements.

In view of this researcher decided to pursue study on training practices in hospitality industry. The status report was a good beginning.
Type of Research

Present research is a descriptive study. Descriptive study is a fact finding investigation with adequate interpretations. This research problem of the present study is describable. Facts regarding the problem can be quantified along with qualitative description. Comparison of opinions expressed by different components of the study and sample are part of study. Finally a systematic procedure for collection and analysis of data is laid down to pursue the study in systematic manner.

Research Methodology

Research Methodology is a systematic way to solve the research problem. When we talk research methodology, we not only talk of research methods but also consider the logic behind the methods we use in the research study and try to explain why we are using a particular method or technique and why we are not using the other, so that research results are evaluated by the researcher himself or by others.

In fact research is an art of scientific study/investigation of the problem stated.

According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis and suggesting solutions, collecting, organising and evaluating the data and reaching conclusions and finally but truly important that determines the conclusion is fitting the hypothesis.

Researcher has reviewed variety of research methods which can be used in study of social sciences. However considering the typical topic researcher in consultation with the guide decided that case study

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method will be most comprehensive method to study this theme. Researcher is generally faced with the challenge of balancing qualitative and quantitative aspects. The case method has advantage of covering both the elements qualitative and quantitative in appropriate proportion. The second dilemma of researcher is subjectivity verses objectivity. The researcher is firm believer that case method is most appropriate as it offers objective data and subjective opinions in such a manner that the findings are theoretically sound and practically applicable.

The research methodology adopted for present study is:

- Case study of selected Hospitality Industry Units was conducted for the research study.
- Study of training and development practices existing in the Industry.
- Inputs from Human resource manager and Training Managers on training and development process.
- Feedback from employees on training activities existing in the organisations.
- Visits to Various units under hospitality Industry in Pune.
3.7. Data Collection:

Primary data as well as secondary data is used for the present study

- *Primary Data* is collected through the Questionnaire, Observation, Interviews and feedback, from General Managers, HR Managers, Line manager, Employees (at all levels), Trainers (Internal and External), observation of training programs.

- *Secondary Data* is collected through previous records, data and feedback forms, HR Manual, Policies, Library resources: Newspapers, Business Magazines, Internet.

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3.8 Tools for Data Collection

Following methodology was followed for data collection for the study of the research topic:

(a) Case Study
(b) Questionnaire: (Primary Data collection)
(c) Interview and Discussion
(d) Internet/Web Site
(e) Library: (Secondary Data collection)

The primary method followed for this research is case study method. Three units under hospitality sector were selected for the in depth study of training and development functions followed in their organizations:

3.8.1
a) Case Study Method:
The case study method is a very popular form of qualitative analysis and involves a careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even the entire community. It is a method of study in depth rather than breadth. The case study places more emphasis on full analysis of a limited number of events or conditions and their interrelations. The case study deals with the processes that take place and their interrelationship. Thus, case study is essentially an intensive investigation of the particular unit under consideration. The object of the case study method is to locate the factor that account for the behaviour patterns of the given unit as integrated totality. Efforts are made to study each and every aspect of the concerning unit in minute details and then from case data generalizations and inferences are drawn.

Characteristics:
The important characteristics of the case study method are as under:
• Under this method researcher can take one single social unit or more of such units for his study purpose, researcher may even take a situation to study the same comprehensively.

• Here the selected unit is studied intensively i.e. it is studied in minute details. Generally, the study extends over a long period of time to ascertain the natural history of the unit so as to obtain enough information for drawing correct inferences.

• In the context of this method we make complete study of the social unit covering all facets. Through this method we try understand the complex of factors that are operative within a social unit as an integrated totality.

• Under this method the approach happens to be qualitative and not quantitative. Mere quantitative information is not collected. Every possible effort is made to collect information concerning all aspects of life. As such, case study deepens our perception and gives us a clear insight into life.

• In case study method an effort is made to know the mutual interrelationship of casual factors.

• Under case study method the behaviour pattern of the concerning unit is studied directly and not by an indirect and abstract approach.

• Case study method results in fruitful hypotheses along with the data which may be helpful in testing them and thus it enables the generalized knowledge to get richer and richer. In its absence generalized social science may get handicapped.

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The case study method is a primarily and widely used systematic field research techniques in sociology but these days its used is increasing in all disciplines

The case study method is based on several assumptions. The important assumption may be listed as follows:

- The assumption of uniformity in the basic human nature in spite of the fact that human behaviour may vary according to situations.

- The assumption of studying the natural history of the unit concerned.

- The assumption of comprehensive study of the unit concerned.

Advantages:

1. Being an exhaustive study of a social unit, the case study method enables us to understand fully the behaviour pattern of the concerned unit. Charles Horton Cooley, “Case study depends on our perception and gives us a clearer insight into life. It gets at behaviour directly and not by an indirect and abstract approach.

2. It helps in formulating relevant hypothesis along with the data which may be helpful in testing them. Case studies thus, enable the generalized knowledge to get richer and richer.

3. The method facilitates intensive study of social units which is generally not possible if we use with the observation method or the method of collecting information through schedules. This is the reason why case study method is being frequently used, particularly in social researches.

4. Information collected under the case study method helps a lot to the researcher in the task of constructing the appropriate questionnaire or schedule for the said task required thorough knowledge of the concerning universe.

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5. The researcher can use one or more of the several research methods under the case study method depending upon the prevalent circumstances. In other words, the use of different methods such as depth interviews, questionnaires, documents, study reports of individual letters and the like is possible under case study method.

6. Case study method enhances the experience of the researcher and this in turn increases his/her analysing ability and skill.

7. This method makes possible the study of social changes. On account of the minute study of the different facets of social unit, the researcher can well understand the social change then and now. This also facilitates the drawing of inferences and helps in maintaining the continuity of the research process. In fact it may be considered the gateway to and at the same time the final destination of abstract knowledge.

8. Case study techniques are indispensable for therapeutic and administrative purpose. They are also of immense value in taking decisions regarding several management problems. Case data are quite useful for diagnosis, therapy and other practical case problem.

9. Through case study a researcher can obtain a real and enlightened record of personal experiences which reveal man’s inner strivings, tensions and motivation that drive him to action along with the forces that direct him to adopt a certain pattern of behaviour.

**Limitations:**

Important limitations of the case study method are listed below:

1. Case situations are seldom comparable and as such the information gathered in case method is often not compatible. Since the subject under case study tells history in his own words logical concepts are
units of scientific classification have to be read into it or out of it by the investigator.

2. The danger of false generalization is always there in view of the fact that no set rules are followed in collection of the information and only few units are studied.

3. It consumes more time and requires lot of expenditure. More time is needed under case study method since one studies’ the natural history cycles of social units and that too minutely.

4. Case study method is based on several assumptions which may not be very realistic at times and as such the usefulness of case data is always subject to doubt.

5. Case study method can be used only in a limited sphere, it is not possible to use it in case of a big society. Sampling is also not possible under a case study method.

6. Response of the investigator is an important limitation of the case study. He often thinks that he has full knowledge of the unit and he himself can answer about it. In case the same is not true, then consequences follow. In fact this is more the fault of the researcher rather than that of the case method.

The present research found case study method as most suitable method. The effort has been made to minimize the limitations and reap on the advantage of case study method by combining observation, interview and survey through questionnaire method. The limitation of case study method in this study has been overcome by using surveys and questionnaire method.

To arrive at a particular conclusion we need to have proper analysis of data collected, which could be collected by conducting the survey in the industry, by putting questionnaires across the industry, by conducting the interviews of employees working at various levels in the industry, Human Resource

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Manager and various head of the departments / operational managers and supervisors.

The other methods for data collection while undertaking this research study are as follows:

3.8.2 Other Methods

b) Questionnaire:
A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. Questionnaires are considered as the heart of a survey operation. Different type of questionnaires will be prepared which will help to arrive at a conclusion in certain point – To get relevant and uniform information form the employee of the organization.

In the present study questionnaires were administered for employees. The questionnaire was framed in consultation with the guide and vetting was done with few other experts in the industry. The questionnaire consisted of open and closed ended questions.

c) Interview and Discussion:
The interview method of collecting data involves presentation of oral verbal stimuli and reply in terms of oral verbal response. This method can be used through personal interviews and if possible through telephone interviews. In this method investigator follows a rigid procedure and seeks answers to a set of pre conceived questions through personal interviews. This method of collecting data is usually carried out in a structured way where output depends upon the ability of the interviewer to a large extent. In this research, interviews of Human resource/ Personnel manager, training manager, supervisors, department heads, operations manager and employees were conducted for collection of structured data.

d) Observation:
This method implies the collection of information by way of investigator's own observation, without interviewing the respondents. The information obtained relates to what is currently happening and is not complicated by either the past behaviour or future intentions or attitudes of respondents. Observation becomes a scientific tool and the method of data collection for the researcher when it serves a formulated research purpose. Observation method has been used for some incidences especially in dealing with environmental and behavioural issues.

e) Internet/Web Site:
For Literature review, questionnaire references, and other related information may be collected by making use of the web sites available. Mainly organisation's history and other related information was gathered through website. Websites having special discussions on training and HR were also materialize for the research. Some online library resources as ebsco, ibid, emerald, Jgate were also used.

f) Library:
Library resources were used as secondary data and Literature review, by referring books, journals, magazines, newspapers and reports from different libraries. Extensive use of SIMS Library, TMU Library, Jaykar Library (UoP) and British Library was done.

g) Other Sources:
Secondary data was also collected from other sources as HR manuals/training policies, old records and feedback forms.
Sample Size and Techniques

Present study is a case study method but to overcome of this method survey was also conducted. To conduct the survey simple random sampling was done.

Pune being center of culture, trade and business of Maharashtra, there are around 100 Big and Small hotels in Pune. The Sampling will be simple random sampling.

The Study comprises of case study of mainly 3 organizations providing hospitality services, with the coverage of at least 100 employees survey each. Total data collection and feedback regarding training process will be done by at least 300 employees under various organizations under hospitality industry.

Tools for Data Analysis :-

Data Analysis is done through basic statistical methods. MS-Excel was used to analyze the data and graphical representation of data. Since research mainly involves qualitative data, to collate the data MS Excel was used to convert the primary data to give pictorial representation in form of charts and graphs.
3.10. Limitations of Research:

Major limitations for carrying out this study can be said as below:

- Case study method is followed for the study so not all types of hotels and hospitality organizations could be covered for study. The study is limited to three five deluxe hotels.

- Findings of the study are obviously related to the case studies and therefore quick generalization could be dangerous.

- There was no reference book or text book available online or in the libraries researcher approached for the literature review on the topic of research.

In spite of the limitations the researcher took sincere efforts to gather the primary data required for the study of training practices by approaching the hospitality organizations several times and constant effort to develop rapport with the concerned personnel.
3.11 **Scope for Further Studies**

The present study is “Status Report on Training Activities in Selected Hospitality Industry Units in Pune”. Status report is preconditioned form of evaluation of training effort in any organization. Presently, in the absence of such status report, researcher has embarked on the status report as follow.

Hospitality is a growing industry and such status report can be used for further studies for various reasons: Some of the topics for further studies is as below:

- **Comparison of training practices.** Intra industry or Inter industry comparison can be made.

- The study can be taken forward by **conducting training need assessment and training evaluation** in hospitality industry.

- The **impact of training** in hospitality industry units. Effort to measure effectiveness of training.

- The study could be used to **design training manuals** for any upcoming hospitality industry units specially five star hotel units.

- Study of **supervisors and managers training** could be facilitated based on the present study.

- Meeting the **challenges** of hospitality industry: perception of top management on future of hospitality industry and role of training.

- **Supervisory and Managerial skills development** in hospitality industry as Supervisors of today will be managers of future it’s a growing industry.

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• Study on opportunities and challenges of e learning and learning management systems in hospitality industry could be studied.

• Customers satisfaction and employee satisfaction survey can taken for M.Phil research. Such research could be on regular and ongoing basis as research is a continuous process.
3.12. Research Process:

Following is a flow chart explaining the stepwise execution of the present research study. The research process carried out for present study is mainly in three phases.
3.13 Indexing
Indexing and Presentation of the scheme chosen for Research Study carried out is as below.

The **Chapter One** presents a detailed introduction of the topic of the research work with the background of the Hospitality Industry. This also highlights Human Resource function in Hospitality Sector.

The **Chapter Two** deals with the literature review on hospitality Industry, HR practices in Hospitality Industry and framework of Training and Development. This presents literature review on the topic of Training and Development in Hospitality Industry Units.

The **Chapter Three** provides an insight on Research Methodology with separate sections defining and explaining:

(e) Objective of study
(f) Hypothesis of study
(g) Scope of study
(h) Methodology of the study

The **Chapter Four** provides information on training practices prevailing in the units of the present study and will relate to the Data analysis and presentation. This will also include Interpretation and findings of the Data.

The **Chapter Five** presents the conclusions drawn from the data collected and also summaries on the Hypothesis Proofed for the present study.

The **Chapter Six** covers suggestions and recommendation based on the study to various stakeholders.

This chapter presented in detail the research methodology adopted by the researcher in conducting the present study.

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The next chapter explains the company profile of the selected five star hospitality industry units for the study of this research.