

**TO UNDERSTAND THE EFFECTIVENESS OF  
OPERATIONAL TRAINING PROVIDED TO FOOD AND  
BEVERAGE SERVICE DEPARTMENT EMPLOYEES IN  
FIVE STAR CATEGORY HOTELS IN PUNE CITY.**

A Thesis

**SUBMITTED TO THE  
TILAK MAHARASHTRA VIDYAPEETH PUNE  
FOR THE DEGREE OF  
DOCTOR OF PHILOSOPHY**

In Subject

**Under the Board of Management Studies**



BY

**Ms. Rajeshree Sharangdhar Pol**

Registration No 15816009410

UNDER THE GUIDANCE OF

**Dr. Suvarna Sathe.**

DEPARTMENT OF MANAGEMENT

2020

---

## CERTIFICATE OF THE SUPERVISOR

---

It is certified that work entitled **To understand the effectiveness of operational training provided to Food and Beverage service department employees in five star category hotels in Pune city.**

Is an original research work done by **Ms. Rajeshree Sharangdhar Pol** under my supervision for the degree of Doctor of Philosophy in Management to be awarded by Tilak Maharashtra Vidyapeeth, Pune. To best of my knowledge this thesis

- Embodies the work of candidate herself
- Has duly been completed
- Fulfils the requirement of the ordinance related to Ph. D. degree of Tilak Maharashtra Vidyapeeth, Pune.
- Up to the standard in respect of both content and language for being referred to the examiner.

**Signature of the Supervisor**

---

## Undertaking

---

I, **Ms. Rajeshree Sharangdhar Pol** the Ph. D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled “**To understand the effectiveness of operational training provided to Food and Beverage service department employees in five star category hotels in Pune city.**” under the supervision of **Dr. Suvarna Sathe**. Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

I have signed the above undertaking after reading carefully and knowing all the aspects therein.

**Signature** :

**Address** : Ms. Rajeshree S Pol

Empire Estate, Building I-2, Flat 202

Chinchwad – 411019, MH, India

Mobile-9890214567

**E-mail:** [rajeshreespol@gmail.com](mailto:rajeshreespol@gmail.com) , [rajeshree\\_13@rediffmail.com](mailto:rajeshree_13@rediffmail.com)

**Date:**

**Place: Pune**

---

## Acknowledgement

---

Shri Swami Samarth

I, dedicate this thesis whole heartedly to my respectable and very intelligent father **Shri Sharangdhar Annaji Pol**. Thank you for everything daddy, I feel your blessings are always with me.

I, have acquired the courage of pursuing PhD only due to my loving and caring mother **Mrs. Pramila Sharangdhar Pol** who always stood by my side during difficult times and good times and always gave me strength to move ahead in life with courage, determination and kindness. Thank you Mom for your unconditional support and being there for me always.

Any good education is not possible without the guidance of stalwart gurus. I thank my respectable guide **Dr Suvarna Sathe** (HOD Hotel Management and catering technology Tilak Maharashtra Vidyapeeth Pune) who has shared her time, perception and guidance about my studies. Also to mention the dignitaries who have shown me rights and wrongs during presentations , in order to get my work more systematic, I thank Dr. Hemant Abhyankar (Dean of management Tilak Maharashtra Vidyapeeth Pune), Dr Sunanda Yadav (HOD Ph.D. section Tilak Maharashtra Vidyapeeth Pune), and Dr Nitin Vaidya (Assistant Professor Tilak Maharashtra vidyapeeth Pune).

During 2020 pandemic difficult times and my final stage of thesis I got lot of support from the entire management of TMV Pune , the whole process was handled with due care, thank you TMV Pune, I feel honored to be a part of such a prestigious university and my gratitude to **Dr. Deepak J Tilak and Dr. Pranati R Tilak**.

As my thesis was based on study of hotel industry I appreciate the participation of the hotel staff and thank them. Some special friends to mention who always are present in my needs **Mr. Ravi Rai Area GM – Novotel Vizag**, and **Mr. Dinesh Rai GM- Courtyard Marriott Hyderabad** and dearest **Mrs. Anuradha Sangram Jadhav**. I also thank my work place AISSMS CHMCT Pune colleagues specially **Principal Dr. Sonali Jadhav** and AISSMS

Management for providing me encouragement and support & **Dr. Kiran Shende** for his help during the process.

During this long journey, I was given lot of love and affection by my dear nieces and nephew, their support and love helped me to be self-motivated. So dear little ones my loving and sweet **Utkarsha Milind Pol, Myra Milind Pol, Isha Aparna Pol, Bhagyashree and Aniket Hemlata Ghodke** thank you so much.

Thank you grandparents for your heavenly blessings.

Above all GOD thank you for this blessing.

---

## TABLE OF CONTENTS

---

CHAPTER NO	PARTICULARS	PAGE NO.
	<b>DECLARATION BY STUDENT/GUIDE</b>	
	<b>ACKNOWLEDGEMENT</b>	<b>I</b>
	<b>LIST OF TABLES</b>	<b>VII</b>
	<b>LIST OF FIGURES AND GRAPHS</b>	<b>XVI</b>
	<b>ABSTRACT</b>	<b>XXI</b>
<b>I</b>	<b>INTRODUCTION</b>	<b>1-29</b>
1.1	Evolution of Hotel Industry	
1.1.1	Classification of F&B Industry	
1.1.2	Star Category Hotels in India	
1.2	Hotel	
1.2.1	Important Departments in a star category Hotel	
1.2.2	The hotel organization Hierarchy	
1.3	Hotel Industry in Pune	
1.4	Training	
1.4.1	The training design process	
1.5	Operational Training	
1.6	F&B service department	
1.6.1	Hierarchy of F&B Service Department	
1.6.2	Job responsibilities of various levels in F&B Service department	
1.7	Need for operation training in F and B service department	
1.8	Scope	
1.8.1	As per FHRAI survey 2016-17	
1.8.2	Observation at the PHA Conference	
1.8.3	Indian Hotel Industry Review & Prospects 2019	
1.9	Significance of the study	

1.9.1	Industry Significance	
1.9.2	Social Significance	
1.10	Key definitions	
<b>II</b>	<b>LITERATURE REVIEW</b>	
2.1	Introduction	
2.1.1	Food and beverage service scenario in India.	
2.1.2	Food and beverage service scenario in Pune.	
2.1.3	Challenges faced by food and beverage employees in India.	
2.1.4	Challenges faced by F&B service employees in other countries.	
2.1.5	Expectation of customer from food and beverage service employees.	
2.1.6	How F&B service of 5star is different from other star hotels	
2.1.7	Importance of Food and beverage service in hotels.	
2.1.8	Contribution of F&B service in terms of revenue to 5 star hotels	
2.1.9	Challenges faced by F&B Service employees in 5 star hotel.	
2.1.10	Definition of operations in hotel industry.	
2.1.11	Importance of operational training with respect to 5 star hotels	30-65
2.1.12	How operational training affects F & B service in 5 star hotels	
2.1.13	Different types of operational training in food and beverage service department of 5 star hotel	
2.1.14	Relevance of food and beverage operational training with respect to changing needs and wants of 5 star customers.	
2.1.15	Definition /what is effectiveness?	
2.1.16	Importance of effectiveness in hotel industry.	
2.1.17	How to measure effectiveness in service based industry.	
2.1.18	How effectiveness and operations are correlated	
2.1.19	Challenges faced by hotels in India.	
2.1.20	Observed Problems in the Hotel Sector	
2.2	Key research gaps of the literature review	
2.3	Literature Summary	

<b>III</b>	<b>RESEARCH METHODOLOGY</b>	
3.1	Introduction	
3.2	Statement of the Problem	
3.3	Objectives	
3.4	The Research Process carried out by Researcher	
3.5	An overview of the certain methods which are applied for data collection	
3.6	Research design	66-80
3.6.1	Type of Research Design	
3.6.2	Overview of Research Design	
3.6.3	Sample Design	
3.7	Scope and Limitation	
3.7.1	Scope	
3.7.2	Limitation	
3.8	Summary	
<b>IV</b>	<b>DATA ANALYSIS FINDINGS AND INTERPRETATION</b>	
4.1	Introduction	
4.2	Findings from questionnaire survey	
4.3	Quantitative survey	
4.3.1	Questionnaire survey sample	
4.3.2	Scale	
4.4	Descriptive statistics	81-172
4.4.1	Descriptive statistics for operation staff	
4.4.2	Descriptive statistics for Manager level staff	
4.5	Validation of hypothesis – operation staff	
4.5.1	Hypothesis No -1	
4.5.2	Hypothesis No -2	
4.5.3	Hypothesis No -3	
4.5.4	Hypothesis No -4	



4.6	Summary	
<b>V</b>	<b>CONCLUSION &amp; RECOMMENDATIONS</b>	
5.1	Introduction	
5.1.1	Perception of operation staff	
5.1.2	Perception of outlet manager	173-
5.1.3	Conclusion on Hypothesis	190
5.2	Recommendations	
5.2.1	Recommendation on basis of operation staff findings	
5.2.2	Recommendations on basis of outlet manager findings	
5.3	Future Research suggested	
	<b>BIBLIOGRAPHY</b>	191
	<b>ANNEXURES</b>	199
1	Hotel Restaurant approval and Classification Committee Norms (HRACC).	
2	Questionnaire for Food and Beverage Service staff	
3	Questionnaire for Food and Beverage Service Managers	
4	Category State Wise Classified Hotels Report between 01-01-2009 and 16-06-2019	
5	The data collected from following Five star Hotels of Pune.	

## INDEX – LIST OF TABLES

TABLE NO	CHAPTER	TITLE	PAGE NO
1.6.2	1. Introduction	The job responsibilities of various levels in F&B Service Department, in brief, can be listed as:	13
3.6.1	3.Research	Overview of method applied for data collection	70
3.7.1	Methodology	Sample design table	78
		<b><u>OPERATIONAL LEVEL OF EMPLOYEES.</u></b>	
4.4.1	4. Data Analysis, Finding and Interpretation	Statistics for variable Gender of operation staff - 1	83
4.4.2		Frequency chart for variable Gender of operation staff-1	83
4.4.3		Statistics for variable Qualification of operation staff-2	84
4.4.4		Frequency chart for variable Qualification of operation staff -2	84
4.4.5		Statistics for variable Total years' Experience of operation staff -3	85
4.4.6		Frequency chart for variable Total years' Experience of operation staff -3	85
4.4.7		Statistics for variable who identifies operational training needs – 4	86
4.4.8		Frequency chart for variable who identifies operational training needs – 4	86
4.4.9		Statistics for variable Training methods used – 5	87

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

4.4.10	Frequency chart for variable Training methods used- 5	87
4.4.11	Statistics for variable Rate operational training method Lecture -6	89
4.4.12	Frequency chart for variable Rate operational training method Lecture – 6	89
4.4.13	Statistics for variable Rate operational training method CBT -7	91
4.4.14	Frequency chart for variable Rate operational training method CBT – 7	91
4.4.15	Statistics for variable Rate operational training method Simulation – 8	93
4.4.16	Frequency chart for variable Rate operational training method Simulation – 8	93
4.4.17	Statistics for variable Rate operational training method Case Study – 9	95
4.4.18	Frequency chart for variable Rate operational training method Case Study – 9	95
4.4.19	Statistics for variable Rate operational training method Role Play – 10	97
4.4.20	Frequency chart for variable Rate operational training method Role Play – 10	97
4.4.21	Statistics for variable Rate operational training method on the job – 11	99

To understand the effectiveness of operational training provided to Food and Beverage service department employees in Five star category hotels in Pune city

4.4.22	Frequency chart for variable Rate operational training method on the job – 11	99
4.4.23	Statistics for variable Rate operational training method Apprenticeship – 12	101
4.4.24	Frequency chart for variable Rate operational training method Apprenticeship -12	101
4.4.25	Statistics for variable Operational trainings attended – Purpose was clear – 13	104
4.4.26	Frequency chart for variable Operational trainings attended – Purpose was clear – 13	104
4.4.27	Statistics for variable Contribution of operation training program towards job efficiency – 14	105
4.4.28	Frequency chart for variable Contribution of operation training program towards job efficiency – 14	105
4.4.29	Statistics for the variable for operational training necessary for job performance - 15	106
4.4.30	Frequency chart for variable operational training necessary for job performance – 15	106
4.4.31	Statistics for variable operational training program increase the effectiveness of your job – 16	108
4.4.32	Frequency chart for variable operational training program increase your effectiveness of your job – 16	108

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

---

4.4.33	Statistics for variable operational training result in a change in your attitude, interest, or job performance – 17	110
4.4.34	Frequency chart for variable operational training result into change in your attitude, interest, or job performance – 17	110
4.4.35	Statistics for variable operational training gaps – 18	112
4.4.36	Frequency chart for variable operational training gaps – 18	112
4.4.37	Statistics for variable importance of operational training for F&B Service Department employees– 19	113
4.4.38	Frequency chart for variable importance of operational training for F&B Service Department employees -19	113
4.4.39	Statistics for variable get opportunity to attend required operational training -20	115
4.4.40	Frequency chart for variable get opportunity to attend required operational training -20	115
4.4.41	Statistics for variable operational training is related to job responsibilities – 21	117
4.4.42	Frequency chart for variable operational training is related to job responsibilities – 21	117

To understand the effectiveness of operational training provided to Food and Beverage service department employees in Five star category hotels in Pune city

4.4.43	Statistics for variable customer waiting time is reduced -22	119
4.4.44	Frequency chart for variable customer waiting time is reduced – 22	119
4.4.45	Statistics for variable seat turnover -23	121
4.4.46	Frequency chart for variable seat turnover – 23	121
4.4.47	Statistics for variable Average per cover – 24	123
4.4.48	Frequency chart for variable Average per cover – 24	123
4.4.49	Statistics for variable menu knowledge -25	125
4.4.50	Frequency chart for variable menu knowledge -25	125
4.4.51	Statistics for variable team service efficiency - 26	127
4.4.52	Frequency chart for variable team service efficiency – 26	127
4.4.53	Statistics for variable customer feel like value for money is received for the meal experience-27	129
4.4.54	Frequency chart for variable customer feel like value for money is received for the meal experience -27	129
4.4.55	Statistics for variable Better equipment inventory management – 28	131
4.4.56	Frequency chart for variable Better equipment inventory management -28	131

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

---

4.4.57	Statistics for variable finish my work/task properly -29	133
4.4.58	Statistics for variable finish my work/task properly -29	133
4.4.59	Statistics for variable handling number of covers - 30	135
4.4.60	Frequency chart for variable handling number of covers – 30	135
	<b><u>MANAGER LEVEL OF EMPLOYEES.</u></b>	
4.4.61	Statistics for variable Gender of manager level staff - 1	137
4.4.62	Frequency chart for variable Gender of manager level staff – 1	137
4.4.63	Statistics for variable Qualification of Respondents – 2	138
4.4.64	Frequency chart for variable Qualification of Respondents -2	138
4.4.65	Statistics for variable Experience of manager staff – 3	139
4.4.66	Frequency chart for variable Experience of manager staff – 3	139
4.4.67	Statistics for variable employee behavior to business results – 4	141

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

4.4.68	Frequency chart for variable employee behavior to business results – 4	141
4.4.69	Statistics for variable important link operation training results with monetary results – 5	142
4.4.70	Frequency chart for variable important link operation training results with monetary results – 5	142
4.4.71	Statistics for variable follow up actions, based on operations training evaluation results – 6	143
4.4.72	Frequency chart for variable follow up actions, based on operations training evaluation results – 6	143
4.4.73	Statistics for variable the need and objective of corporate head office aspects when consider, developing /imparting operational training program? – 7	145
4.4.74	Frequency chart for variable the need and objective of corporate head office aspects when consider, developing /imparting operational training program?– 7	145
4.4.75	Statistics for variable Personal experience aspects when consider, developing /imparting operational training program?– 8	147
4.4.76	Frequency chart for variable Personal experience aspects when consider, developing /imparting operational training program?– 8	147
4.4.77	Statistics for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9	149



To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

4.4.78	Frequency chart for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9	149
4.4.79	Statistics for variable competition aspects when consider, developing /imparting operational training program? – 10	151
4.4.80	Frequency chart for variable competition aspects when consider, developing /imparting operational training program? – 10	151
4.4.81	Statistics for variable increased seat turnover after operational training program – 11	154
4.4.82	Frequency chart for variable increased seat turnover after operational training program – 11	154
4.4.83	Statistics for variable Average spend is increased in the department /outlet after operational training.– 12	155
4.4.84	Frequency chart for variable Average spend is increased in the department /outlet after operational training.– 12	155
4.4.85	Statistics for variable Average per Cover is increased after operational training – 13	157
4.4.86	Frequency chart for variable Average per Cover is increased after operational training – 13	157
4.4.87	Statistics for variable More departmental profits are achieved after operational training -14	159
4.4.88	Frequency chart for variable More departmental profits are achieved after operational training -14	159

To understand the effectiveness of operational training provided to Food and Beverage service department employees in Five star category hotels in Pune city

4.4.89	Statistics for variable Better equipment inventory management in the department is seen after operational training – 15	161
4.4.90	Frequency chart for variable Better equipment inventory management in the department is seen after operational training – 15	161
4.4.91	Statistics for variable Guest complaints are reduced after operational training – 16	163
4.4.92	Frequency chart for variable Guest complaints are reduced after operational training – 16	163
	<b><u>VALIDATION OF HYPOTHESIS - OPERATION STAFF</u></b>	
4.4.93	Hypothesis 1 - Test Statistics	165
4.4.94	Hypothesis 2 - Friedman chi-square test Chart	167
4.4.95	Hypothesis 2 - Chart	168
4.4.96	Hypothesis 3 - Chart	169
4.4.97	Hypothesis 3 - Chart	170
4.4.98	Hypothesis 4 - Chart	171
4.4.99	Hypothesis 4- Spearman's Correlation- Opportunity of F&B service operational training and Handling number of covers.	172

## INDEX – LIST OF FIGURES AND GRAPHS

<b>FIG. NO.</b>	<b>CHAPTER</b>	<b>TITLE</b>	<b>PAGE NO</b>
1.1.1	1. Introduction	The classification of the F&B industry.	3
1.2.1		Important departments in a Star category Hotel are given in the figure.	6
1.4.1		The Training Design Process.	9
1.6.1		Hierarchy of F&B Service Department.	12
1.8.1		As per FHRAI Indian Hotel Industry survey of 2016-17(GRAPH)	24
2.1.1	2.Literature	Indian food service industry : Growth receipe,2016	36
	Review	literature summary	65
3.5.1	3.Research	The research process carried out by researcher.	69
3.7.2	Methodology	Overview of Research Design	73
<b><u>OPERATIONAL LEVEL OF EMPLOYEES.</u></b>			
4.4.1	4. Data Analysis , Findings and Interpretation	Bar chart for variable Gender of operation staff -1	83
4.4.2		Bar chart for variable Qualification of operation staff– 2	84
4.4.3		Bar chart for variable years’ Experience of operation staff – 3	85
4.4.4		Bar chart for variable who identifies operational training needs – 4	86
4.4.5		Bar chart for variable Training methods used – 5	88

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

---

4.4.6	Bar chart for variable Rate operational training method Lecture -6	90
4.4.7	Bar chart for variable Rate operational training method CBT -7	92
4.4.8	Bar chart for variable Rate operational training method Simulation -8	94
4.4.9	Bar chart for variable Rate operational training method Case Study – 9	96
4.4.10	Bar chart for variable Rate operational training method Role Play – 10	98
4.4.11	Bar chart for variable Rate operational training method on the job – 11	100
4.4.12	Bar chart for variable Rate operational training method Apprenticeship – 12	102
4.4.13	Comparison of variable 6 to 12	103
4.4.14	Bar chart for variable Operational trainings attended – Purpose was clear – 13	104
4.4.15	Bar chart for variable for Contribution of operation training program towards job efficiency -14	105
4.4.16	Bar chart for variable operational training necessary for job performance – 15	107
4.4.17	Bar chart for the variable for operational training program increases the effectiveness of your job – 16	109

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

---

4.4.18	Bar chart for variable operational training result into change in your attitude, interest, or job performance – 17	111
4.4.19	Bar chart for variable operational training gaps – 18	112
4.4.20	Bar chart for variable importance of operational training for F&B Service Department employees – 19	114
4.4.21	Bar chart for variable get opportunity to attend required operational training -20	116
4.4.22	Bar chart for variable operational training is related to job responsibilities – 21	118
4.4.23	Bar chart for variable customer waiting time is reduced -22	120
4.4.24	Bar chart for variable seat turnover – 23	122
4.4.25	Bar chart for variable Average per cover -24	124
4.4.26	Bar chart for variable menu knowledge – 25	126
4.4.27	Bar chart for variable team service efficiency -26	128
4.4.28	Bar chart for variable customer feel like value for money is received for the meal experience -27	130
4.4.29	Bar chart for variable Better equipment inventory management -28	132
4.4.30	Bar chart for variable finish my work / task properly – 29	134
4.4.31	Bar chart for variable handling number of covers -30	136

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

---

	<b><u>MANAGER LEVEL OF EMPLOYEES.</u></b>	
4.4.32	Bar chart for variable Gender of manager level staff – 1	137
4.4.33	Bar chart for variable Qualification of Respondents – 2	138
4.4.34	Bar chart for variable – 3	140
4.4.35	Bar chart for variable employee behavior to business results – 4	141
4.4.36	Bar chart for variable important link operation training results with monetary results – 5	142
4.4.37	Bar chart for variable follow up actions, based on operations training evaluation results – 6	144
4.4.38	Bar chart for variable the need and objective of corporate head office aspects when consider, developing /imparting operational training program?– 7	146
4.4.39	Bar chart for variable Personal experience aspects when consider, developing /imparting operational training program?– 8	148
4.4.40	Bar chart for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9	150
4.4.41	Bar chart for variable competition aspects when consider, developing /imparting operational training program? – 10	152
4.4.42	Bar chart for comparison of variable 7, 8,9,10.	153

To understand the effectiveness of operational training provided to  
Food and Beverage service department employees in Five star category hotels in Pune city

4.4.43	Bar chart for variable increased seat turnover after operational training program – 11	154
4.4.44	Bar chart for variable Average spend is increased in the department /outlet after operational training.– 12	156
4.4.45	Bar chart for variable Average per Cover is increased after operational training – 13	158
4.4.46	Bar chart for variable More departmental profits are achieved after operational training -14	160
4.4.47	Bar chart for variable Better equipment inventory management in the department is seen after operational training – 15	162
4.4.48	Bar chart for variable Guest complaints are reduced after operational training – 16	164
	<b><u>VALIDATION OF HYPOTHESIS – OPERATION STAFF</u></b>	
4.4.49	Hypothesis 1, Figure Chart	166

---

## **ABSTRACT**

---

### **I – INTRODUCTION**

There was time when people while travelling to places would pack food and beverage for themselves for their journey, during those days there, was not much demand for hotels and eateries, people would not be experimental to try interesting different types of foods and places due to which the food and beverage industry had limited scope and would cater only to the few customers.

Compare to past now it has been observed that in recent years more people are enjoying to travel with their families and people are also enjoying different types of food and beverages as an experience. Reason for these changes might be due to the reason of hectic work life making them taking out time for the families and going out to various hotels and food and beverage outlets to release stress. Hence it is observed that there is demand of food and beverage outlets in hotels in current scenario.

There is increase in inbound tourist in India, lot of international clients travelling to the country for work life or for tourism. So with changing scenario in the food and beverage service industry in India it becomes important to understand whether all the standards are followed or not by the establishment which will ensure quality service. Hence to ensure quality service in the hotels it is important to have manpower which is skilled and up to date in knowledge.

To have skilled manpower the organization must have continuous training programs which are important for the success of organization. Also important to evaluate the effectiveness of the training which are conducted for the employees.

Training of employees is a very important part in maintaining standards. The learning keeps the associates interested and motivated. The operational training input will offer F&B service employees related operational skills, more professional approach. The Food and beverage service department is important in revenue generation for the hotel also helps in branding for the hotel. There are many F&B Service outlets in any five star hotels.



Though the five star hotels are reputed hotel chains which maintain their standards and are providing luxury experience, still it is challenging to be consistent while facing a high turnover and staff poaching by the competitors in the hospitality sector.

**Significance :**With growth of hospitality industry and many international chains taking over in the Indian market there is drastic change in the entire setup .The world is on constant change ,the hotels are changing trends to keep customers satisfied but are also facing issues with consistent quality supply of manpower which is a big challenge.

The food and beverage service department faces challenge during operations due to shortage of staff, less time for training, long duty hours hence face problems while handling well-travelled and experienced guests. Customers these days are demanding and also not loyal to a particular brand. Today's customer looks for great meal experience and value for money and is open to trying out hotels for the mere sake of a luxury experience.

With these issues in view the researcher aimed to study and understand the effectiveness of operational training provided to food and beverage service employees in five star hotels.

To understand the effectiveness of operational training provided to Food and Beverage service department employees in Five star category hotels in Pune city

## II - LITERATURE REVIEW

**Summary: The literature review was done from following sources:**

SR NO	LITERATURE TOPICS	SOURCES
1	Food and beverage service scenario in India.	Research journals- Emerald, Shodhganga 2.Database – EBSCOHOST 3.Newspaper articles 4.Hospitality Reports and magazines 5.Google Scholar- Research papers and articles 6.Internet articles 7. Books
2	Food and beverage service scenario in Pune.	
3	Challenges faced by food and beverage employees in India.	
4	Challenges faced by F&B service employees in other countries.	
5	Expectation of customer from food and beverage service employees.	
6	How F&B service of 5star is different from other star hotels	
7	Importance of Food and beverage service in hotels.	
8	Contribution of F&B service in terms of revenue to 5 star hotels	
9	Challenges faced by F&B Service employees in 5 star hotel.	
10	Definition of operations in hotel industry.	
11	Importance of operational training with respect to 5 star hotels	
12	How operational training affects F & B service in 5 star hotels	
13	Different types of operational training in food and beverage service department of 5 star hotel	
14	Relevance of food and beverage operational training with respect to changing needs and wants of 5 star customers.	
15	Definition /what is effectiveness?	
16	Importance of effectiveness in hotel industry.	
17	How to measure effectiveness in service based industry.	
18	How effectiveness and operations are correlated	
19	Challenges faced by hotels in India.	
20	Observed Problems in the Hotel Sector	

### **Research Gaps**

1. **Geographic Gap** – Study on Food and Beverage service operations training is not found in Pune Five star Hotels.
2. **Research Data** - on effectiveness of operational training provided to Food and Beverage service employees is not found .Hence is included in this thesis. Whether the trainings provided are rich in inputs? Needed to be studied.

## **III - RESEARCH METHODOLOGY**

### **Objectives**

1. To find who identifies operational training needs in five star hotels?
2. To find various operational training methods used for skill development in five star hotels.
3. To understand change in attitudinal aspects of F&B Service staff related to the job performance.
4. To check whether there is any improvement in handling number of covers due to the opportunity of attending operational training.
5. To check whether the purpose of operational training was clear or not and is it anyways associated with job performance.
6. To check change happens due to the operational training of F&B Service staff on following aspects:
  - Seat turnover
  - Menu knowledge
  - Enhancing meal experience
  - Team service efficiency

## **Hypothesis**

**H<sub>0</sub>:** There is no association between purpose of attending operational training and increase in effectiveness of the job performance.

**H<sub>1</sub>:** There is association between purpose of attending operational training and increase in effectiveness of the job performance.

**H<sub>0</sub>:** There is no difference in the perception of the operation staff about various training method.

**H<sub>1</sub>:** There is difference in the perception of the operation staff about various training method.

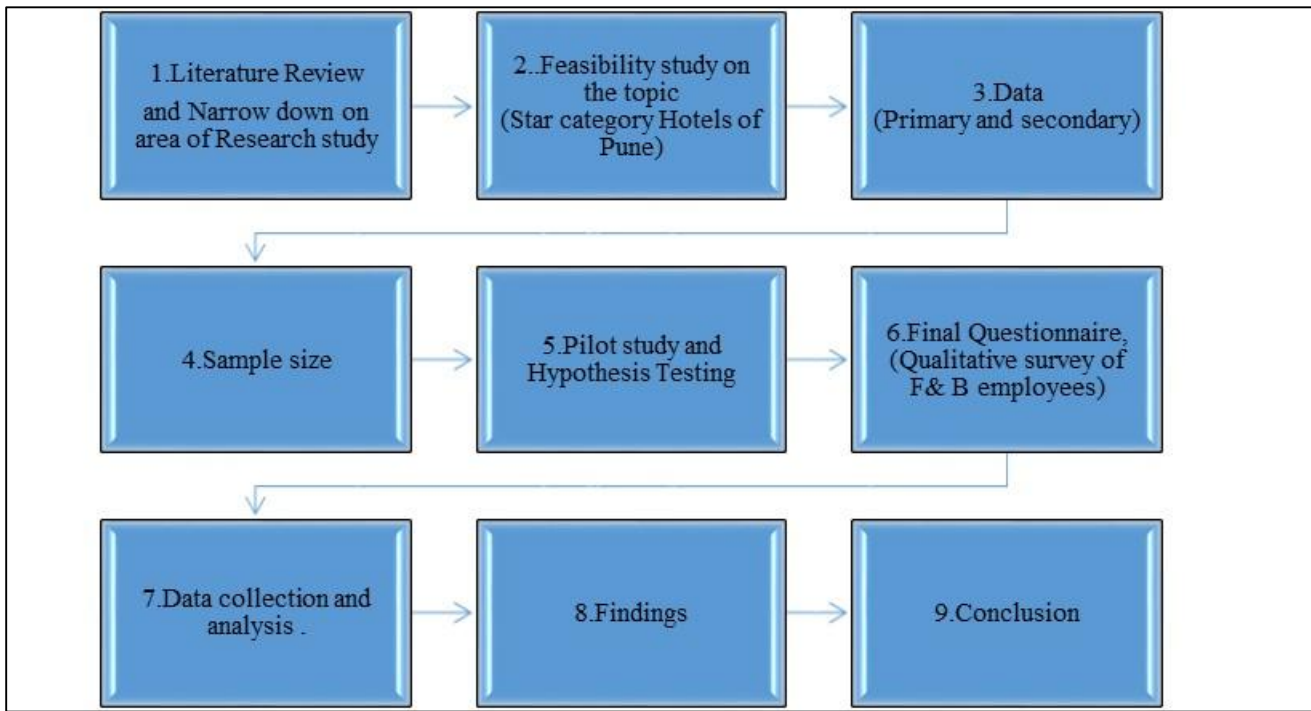
**H<sub>0</sub>:** There is no difference in the perception of the managers of operational staff about the outcomes of training.

**H<sub>1</sub>:** There is difference in the perception of the managers of operational staff about the outcomes of training.

**H<sub>0</sub>:** There is no relationship between opportunity of Food and Beverage service operational training and handling number of covers.

**H<sub>1</sub>:** There is a significant relationship between opportunities of Food and Beverage service operational training and handling number of covers.

## Research Process



## IV – FINDINGS

Now a days more and more Hotels have given training an essential stand towards success and the training department is also finding ways to be more creative and cost controlling while conducting training.

Recently there are more complex jobs, technology to master, issues of shortage of staff, hence the realization is there amongst training managers about benefits of continuous training in order to have skilled workforce. Globalization, sudden operational challenges, attrition of staff, competition makes staff to work long hours.

After extensive literature reviews primary data collection from five star hotels of Pune the researchers has noted following findings:

## **Findings from food and beverage operational level staff and outlet managers**

### **(As per objectives)**

#### **1. To find who identifies operational training needs in five star hotels?**

**Findings:** Around 53.5% respondents mentioned that F&B Manager identifies the operational training needs whereas 46.5% mentioned that Human Resource Manager identifies the operational training needs of the Department.

#### **2. To find various operational training methods used for skill development in five star hotels.**

**Findings:** In order to select a training method, it is important for organization to initially understand which type of training is necessary and whether the trainees are willing to accept that method. The findings suggest that Role play and on the job training are the most used training methods which are followed to develop Food and Beverage service employee's operational skills. 32.2% responses for on the job training method, Role play with 29% response and least of 2.9% for apprenticeship. Role play is used to develop interpersonal skills, and to develop attitude and develop situation handling skills observation skills. It's a training where employees are engaged totally in a sample situation. Hence it can be said that the hotel industry in Pune is following new trends in training by having more interactive training sessions like role play or OJT unlike having only traditional class room training sessions. Role play kind of training will be fun training and more relaxed and stress free training for Food and Beverage service employees ,these employees will be tired as they attend their training during their break shifts or after their shifts and can't concentrate on training which are only in the form of lectures hence not being effective.

As shown in fig (4.4.13) the highest rating is given by the respondents to Role play and OJT i.e. 3.9 rating on the scale of 1 to 5 where 1 is least ranked and 5 is excellent. This kind of trainings can be more preferred by the operational staff because these training methods are more participative, involve fun during training, interactive will have more involvement of staff .These training method are interesting and various situation based.

Most of the participative training methods are liked by the staff this can be due to professional and innovative practices during conduct of these training methods.

**3. To understand attitudinal aspects of F&B Service staff related to the job performance.**

**Findings:** The data collected on the question whether operational training result into change in attitude, on interest, on job performance or all of these, the findings suggest that 30.6% find that there is change in attitude, 15.6% find change in interest level, and 30.6% find change in job performance. This shows a mixed response for all the parameters. Findings suggest that the operational training program necessary for job performance .So this suggest that there is understanding amongst many staff that training is important for improving job performance. Good attitude is a required behavior by Hotel staff .A good attitude will make the employee more promising for the organization.

**4. To check whether there is any improvement in handling number of covers due to the opportunity of attending operational training.**

**Findings:** Improvement is seen in handling number of covers. Lot of respondents agreed to improvement in handling number of covers due to operational training in food and beverage service department.

**5. To check whether the purpose of operational training was clear or not and is it anyways associated with job performance.**

**Findings:** The findings suggest that majority of around 89.5% said that the purpose of food and Beverage service operational training purpose was clear. This shows that the clarity about the training is there with the employees, they know the reasoning for their training. Also suggest good communication between Training department and Food and beverage service departments regarding training needs. This shows awareness in employees about training effects and its benefits which are conveyed to the staff by training departments before conducting any session. Good networking between Food and beverage service department management, training department and operational level staff is predicted as

there is fierce competition in the market it can be seen that importance is given to training department to train employees and make them competitive in market.

**6. To check change happens due to the operational training of F&B Service staff on following aspects:**

- **Seat turnover**
- **Menu knowledge**
- **Enhancing meal experience**
- **Team service efficiency**

**Findings:** There is increased seat turnover after operational training which is provided to food and beverage service employees. Higher seat turnover is pointer of efficiency. This shows efficient training sessions and their implementation in actual service in Food and beverage service outlets by operational level staff.

Menu knowledge is developed after operational training .A good food and beverage service staff must have a detailed knowledge of the food and beverage on offer, be technically competent. Increased knowledge and department offerings will make employees more productive in the department and hence valuable assets to the organization. Many organization confront problems with shortage of well-educated staff in their organization also ever changing technology and trends make it more complicated to get the qualified staff. Hence if internal staff is trained well about the product the organization can have these employees can also be selected to work in the future on higher designation .Hence if operational training is developing menu knowledge of operational level employees it is effective.

Enhancing meal experience .Customer feel like good experience is received for the meal due to trained staff. Customers are getting worthy service in star category hotel restaurants and this is due to efficient trainings for operational staff.

Effect of operational training on team service efficiency. There is more agreement on the statement of operational training improves team service efficiency in the food and beverage service department. A good food and beverage service staff should have developed interpersonal skills and be able to work as a part of a team.



## V – CONCLUSION

**On basis of perception of operations staff and outlet managers the researcher would like to conclude that:**

1. In F&B Service department majorly more physical work is required to be done by the staff and it's a department which also has break shifts, and some outlets also have night shifts. Hence it is observed that the staff in this department is dominated with male gender who are more comfortable with various shifts and physical work.
2. At operations level the hotel needs staff who are young and ready for more challenging work. The staff working in F&B Service operations level is young and enthusiastic staff with one to five years of experience and these operational level are with education qualification of graduation level, these staff start work as entry level operation staff and build their experience.
3. The operations skills training required for the staff is identified by customer feedbacks and the performance of staff in F&B Service outlets. The F&B service manager finds the technical skills gap in service performance of employees and suggest the same to the HR department to process it. Also it can be seen that there is clarity in communication between Training department and Food and beverage service departments regarding training needs in five star hotels this focuses on good communication between the departments and the clarity regarding purpose of training is observed with the staff in this department which is ultimately leading to better job performance. The of food and beverage service operational training are found to be related to job responsibilities of staff .So it can be understood that the operational trainings are beneficial for the hotel as it is well planned and executed by both F&B Service manager and HR manager of a hotel with clear purpose.
4. During the research process the role play and on the job training are identified as the most appropriate training methods for F&B Service employees. A role play and on the job training methods which are used to rehearse cognitive skills, and develop the interpersonal skills of operations staff in F&B Service department. As role play and on the job training are involved with solving real situations the employees

learning is more and the staff are more involved in this kind of learning sessions. A role play is also a training method which is done in relaxed environment .The employees develop skills by observing role plays and apply to real job situations which brings in better job performance. So it can be said that role play and on the job training methods are best suited for operational training programs especially in F&B Service department.

5. As the staff working in operations are occupied in various shifts getting all of them to train in operations is very difficult but it can be seen that the training department of five star hotels of Pune are leaving no stone unturned and making best efforts to provide ample training opportunity to the F&B Service operational level staff which is bringing in change in their attitude, interest and job performance.
6. Effectiveness is seen in handling number of covers as a result of operations training provided to F&B Service staff.
7. Everything changes and change is constant. The F&B Service department prepare all the employees to meet the dynamic change in department with confidence by providing operational training sessions. A good training experience amongst employees strengthens the organization operations by improving quality and also employee confidence in the organization. Operational training cements the gap between the expected performance and the current performance and imparts knowledge which is required to perform a certain task. As seen the main benefits from a good operational training are that it has:
  - **Reduced customer waiting time in outlets** – As the F&B Service staff are young and are receptive to the changes learned due to operations training which is provided to them .The effectiveness of their training session is seen in the reduced customer waiting time in outlets.
  - **Increased seat turnover in outlets** – The F&B Service staff also apply the operational skills learned in day to day job which has reflected in the increased seat turnover in the F&B Service outlets of five star hotels of Pune.
  - **Increased in APC in outlets** – Average per cover increased is an indicator that the staff has done good suggestive selling and upselling on the table. The selling

techniques are well learned by the staff and the operational training is effective as the APC is increased.

- **Menu knowledge developed for employees** – It's essential that Food and Beverage Service staff must have good menu knowledge. Good menu knowledge with F&B Service staff is a result of operational training. The menus in the F&B Service outlets keep changing as per trends and seasonal availabilities. Good menu knowledge with staff is the reason for good sales mix and increased APC in the outlets. Hence operational training has played important role by developing menu knowledge of staff.
- **Team service efficiency amongst employees** – The staff has acquired team spirit as a result of operational training program. A good food and beverage service staff should have developed interpersonal skills and be able to work as a part of a team. Team work of F&B Service employees is the result of effective operations training session which are conducted for the staff and the operations training has increased the team service efficiency amongst employees.
- **Enhanced meal experience by customers** – It has been found out that the operational training has resulted in giving customer value for money and delighted meal experience.
- **Task is done properly in given shift timing by employees** – The F&B Service staff who undergo operational training are able to finish their task in timely manner. The staff agree that the task is also efficiently completed by them as a result of operational training.
- **Better equipment inventory management in department** –The results derived from the perceptions of operations staff show support to the statement that the staff has better utilization and management of F&B Service equipment's as a result of operations training. This shows that operations training is effective in making employees aware about the proper use of equipment's in the F&B Service department.

- **Guest complaint are reduced, in more departmental profits** – The results of the study have positively supported the statement that guest complaint are reduced after operational training F&B Service department of five star hotels.

Ultimately effective operational training results in monetary benefits for organization. This study has resulted in an insight about importance and benefits of operational training for F&B Service employees of five star hotels in Pune. The researcher concludes that effective operational training will bring in success in overall Food and beverage service operations of five star hotels.

## VI-SUGGESTION

Food and beverage service department is a highly demanding department with varied areas and staff skills .The staff in this department are involved in serving customer's food and beverage as per their preference. These staff work under tremendous pressure and have long duty hours to perform in spite of which they have to make sure that the customer is pleased with their service and courtesy. The hotel industry in India is growing and is generating good business and employment opportunities .The management of the hotel has to ensure that the revenue is generated and hotel is progressing. To keep up with the trends and demands the effective operational training has to be imparted to the employees.

After the recent study by the researcher in five star hotels the followings are viewpoints are put forth and suggested:

- **Training for female staff:** Food and beverage operational skills training and motivation to female staff as very few who are a part of this department .This will give more scope for females for employment and will also have good gender ratio and decrease the problem of quality staff shortage .
- **Skill based operational training topics for multiskilling:** Certificate courses with latest trends or interactive Session on bartending, wine service, table service etc. can be conducted as competition basis to bring out the hidden talent of employees. These programs can be supported by the organization with nominal fees paid by

employees. These certification programs will upgrade even the employee's qualifications.

- **Video /CD s:** These training sessions CDs which can be issued to staff, which can be seen by them after work hours in their leisure time. This will be easy for employees to watch the training CD and will not have time boundaries.
- **Increase role plays (real hotel situation can be evaluated), more interactive training also technology based training sessions:** As the role plays are effective more sessions can be done with also some technology based training sessions.
- **Operational Training needs debate among employees to understand real problem situations they face during operations and then decide the topic on priority:** The most important operational training topic can be found out from the staff directly by having a discussion and debate with them and analyses the real need of training.
- **Field visit:** This exercise can relieve work stress. This can also make employees feel stress free during training and will bring high concentration level.
- **Appreciations after training for Employees as well as the trainer:** It is recommended that the management to appreciate the employees who attend the training session and show improvement in their work performance , at the same time the trainer also can be appreciated who will motivate more employees .
- **Appraisals linked to number of trainings attended by trainee and conducted by trainer:** The management can also give rating for attended training and conducted training.
- **Trainer evaluation, and trainer to step into trainees shoes to understand employee difficulties and issues.**

## **VII- SUMMARY**

The research has given insight knowledge to the researcher about the effectiveness of operational training and its importance in the hotel industry and the Food and Beverage service department. Though the training is conducted in all five-star hotels it was necessary to evaluate and find out if the training is based on the operations of the department and whether it is useful and effective.

---

# CHAPTER I INTRODUCTION

---

## **INTRODUCTION**

### **1.1 EVOLUTION OF HOTEL INDUSTRY**

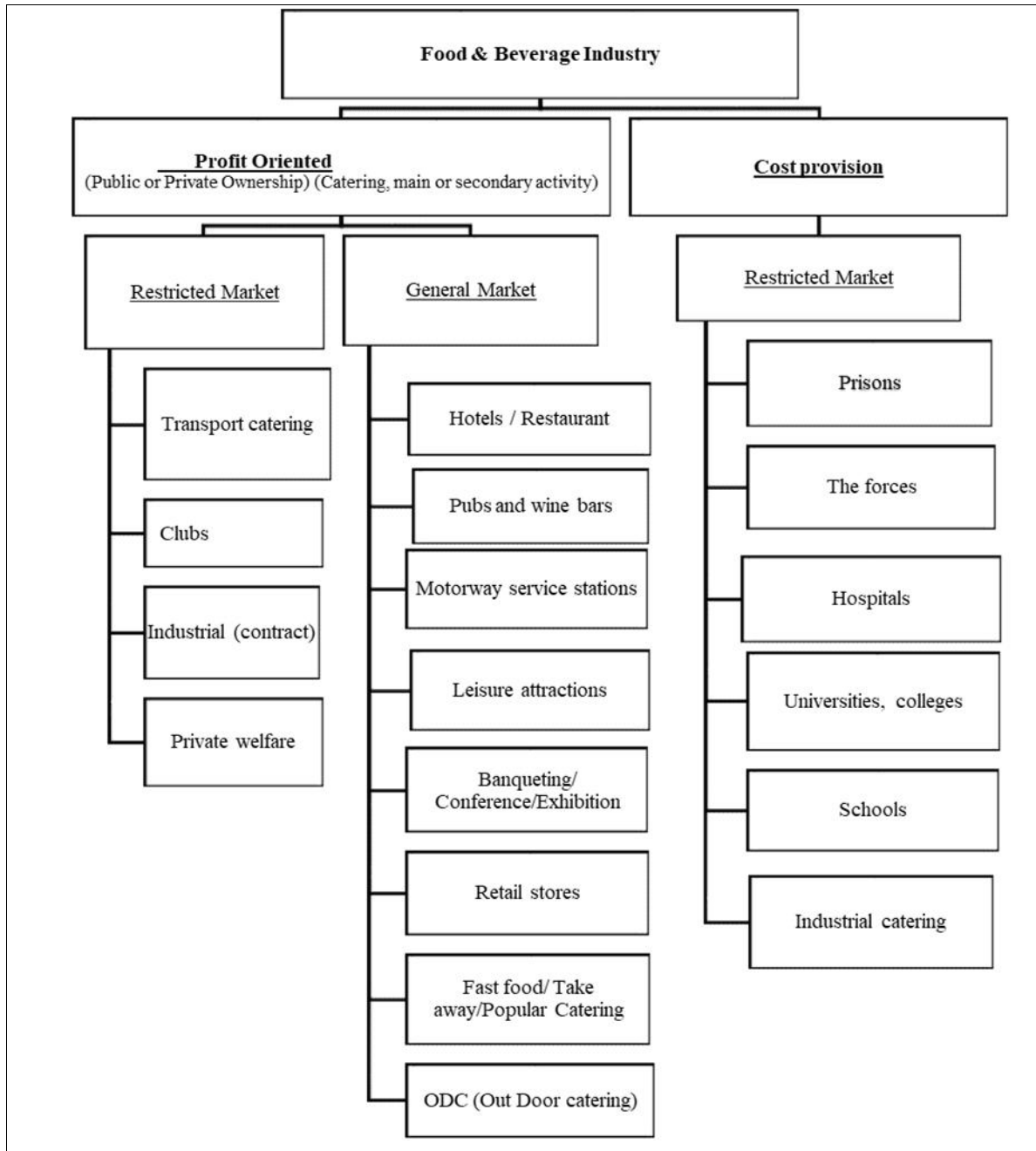
The evolution of Hotel industry occurred with the invention of wheels due to which people started travelling and for them carrying meals along for many days became problem. Hence the need of convenient eating spots ,comfortable lodging places was felt. Earlier days people travelled for the purpose of discovery and trade which further got developed in travelling for pleasure , sightseeing ,sports and even theaurapetic reasons. The roots of the food and beverage industry lies in the ancient civilization.The new era of the catering industry dates back to the inns which were known to serve food to people on travel.Hence the catering industry has grown from inns ,taverns , tea and coffee houses to much more in recent years.

India is a amazing country with diverse cultural heritage and a country which is recognized for its hospitality. Home stays and sarai were considered as choice of people to stay during travelling .The british influences is also seen in hill stations across India. With times the travelling also started for leisure purpose and consequent development of hotels in the country began.

In recent times it's noticed that more and more people than ever are wanting to explore eating outside their homes, and to meet this current demand, there is widening diversity in the nature and type of Food & Beverage on offer. Hence there is a need for having improved professionalism in F&B service staff alongside for greater confidence level and higher performance standards through acquired knowledge and skills enhancement.



**1.1.1 Below is the classification of the F&B industry. (Dennis Lillicrappe, 2010).**



The researcher has done the study of the Food and beverage segment of Hotel sector.

### **1.1.2 Star category Hotels in India –There are following Hotel categories:**

The ministry approves the Hotel classification of Tourism, which forms a committee as known as **HRACC (Hotels and Restaurants Approval & Classification committee)**. The HRACC committee members are the ones who scrutinize the application and approve the classification of the applied Hotel into 1-5 star categories. Also, audits are conducted yearly basis to ensure quality standards.

**Five star** – These hotels are lavish and luxurious. Five-star hotels provide extensive customer services from the concierge, GRE, Butler service, Business center 24 hrs. Room service, Specialty F&Bs, Spa, Fitness center, and many more. The five-star hotels have extensive F&B service on offer for the customers, both international and Indian cuisine, usually three or number of eating areas with skilled staff. Usually, these hotels have any numbers of rooms and offer various categories of rooms. These hotels will have distinctive qualities.

**Four-star** –These hotels are with less luxury feel as compared to five-star hotels but still should have all facilities of the highest standards. These also have various F&B service outlets and skilled staff — fewer rooms and facilities as compared to a five-star hotel.

**Three Star** – Smaller hotels with basic F&B service outlets. Also, have well-appointed staff. This hotel should be aesthetically designed and furnished with a professionally maintained dining room/restaurant inhouse only.

**Two Star** –Small hotels but a suitable location of the Hotel. Basic lodging and food facilities which can have options of air-conditioning facilities. Experienced staff is also available.

**One star**– Small Hotels managed by proprietor. Mostly these hotels are located in affordable locations. Furnishings and facilities are clean but basic. Rooms with basic requirements and may have food outlets.

## 1.2 HOTEL

The hotel is one of the most exciting and interesting places to work. The hotel has to serve people, to behave hospitably to the guests. To be successful in the hotel department of food and beverage service the employee should have following skills:

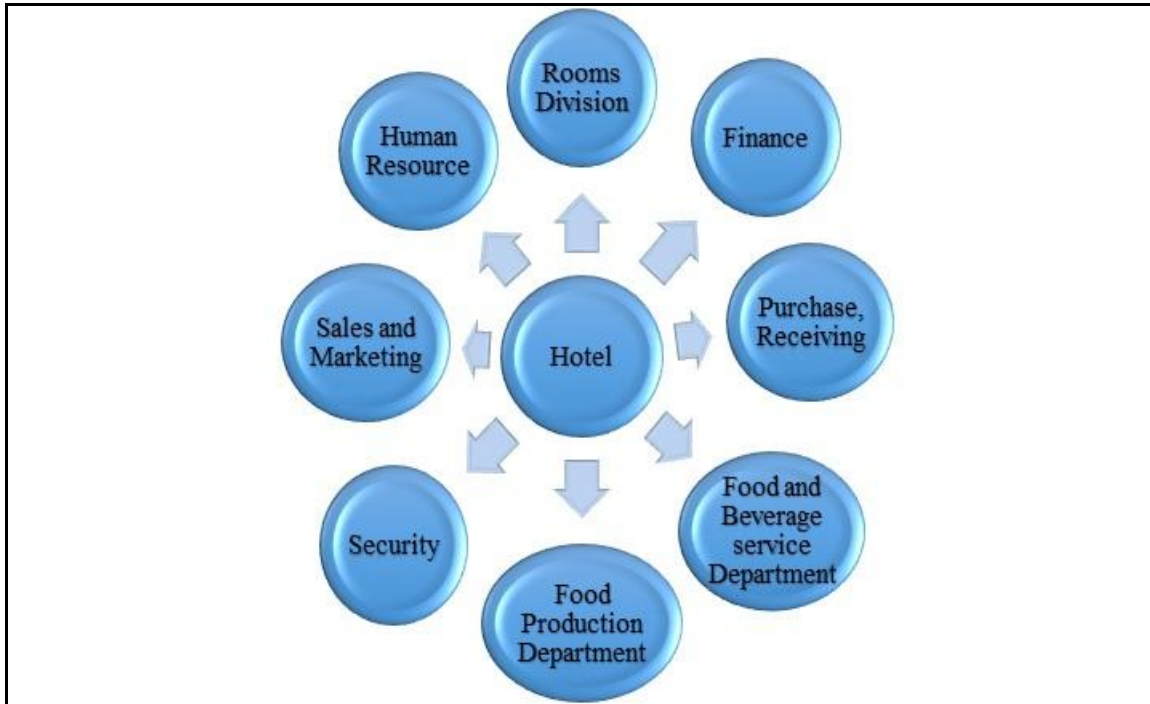
- Sound product knowledge
- Well developed interpersonal skills
- A range of technical skills and
- The ability to work as part of team (**Dennis lillicrap, 2010**)

Not everyone is born with all skills though many who joined this industry are equipped with certain talent and skillsets, and rest have to learn and acquire these skills with continuous Learning & Development programs. In the hotel industry it is important to have good managerial and operational skills. Each staff has to be trained so that the organization's goals are achieved. Also, the importance of employee training cannot be overstated because every job aims for guest satisfaction.

The Hotel works 24\*7 every day to provide services to the customers. The hotel comprises of many departments, i.e., Rooms division, Kitchen, F&B service, sales and marketing, Human Resource, Housekeeping, Purchase, Receiving, Security, etc. But the four core departments are front office; Housekeeping together called Rooms Division and F&B Service and Food production.

All departments play an important role in the success of the organization's business. The Room's division department takes care of lodging facilities for the guests, whereas the F&B Service and Food production department take care of the provision of Food & Beverage to the guests. In all these departments, employees have specific roles and skills as per the requirement of department job descriptions their positions or ranks and Hotel trends. Continuously, the skills should be updated, and also whenever there is a change in role or responsibility. This makes the training of all Hotel employees essential.

**1.2.1 Important departments in a Star category Hotel are given in the figure.**



**1.2.2 The hotel organization Hierarchy levels are as follows:**

- Top management: These are the people who are policymakers. The entire policy for the organization, generally includes Vice Presidents, General Managers, Head of various departments are under this category.
- Middle management: These are set of staff who implement the policy set by top management and communicate the plan to the lower level staff at the same time guide the lower-level staff. These are outlet managers, executives, supervisors of a Hotel.
- Entry-level: Mostly, the entry-level staff is in direct contact with the guests. They are the ones who carry out the actual operations of the Hotel as per the standards and policies and are supervised. These include people who do operational work like waiters who serve the guests, room boys who clean the guest rooms, and commis who cook food, bell boy who carry guest luggage, etc. Some of the Hotels also call this level of employees as Associates.

### **1.3. HOTEL INDUSTRY IN PUNE**

The city of Pune is a breathtaking tourist destination. It is associated with great history of marathas. This city is an excellent blend of ancient and modern living. Pune is considered a cosmopolitan city but it can be seen that the city has maintained the cultural integrity. Pune has a vibrant history and that can be seen in the wadas (big residential places) and also temples. There are so many vibrant factors in Pune city like NDA, Film Institute of India, well-known universities, armed forces medical college, ethnic wear shopping at Laxmi Road etc.

Also the city's vibrant factor can be easily measured by factors such as dining out choices of hospitality industry standards which the city offers to its people and tourists.

Pune has taken a 'giant leap' in this regard, as the city now has many national and international food chains and star hotels. The growth of the hospitality sector has been quite vibrant in all parts of Pune as hotels like Conrad, Marriott's, Hyatt Regency, Radisson, Novotel, and 'O' Hotel have established their premises here still more hotels coming in near future like Ritz Carlton in 2020. Proximity to the airport is an additional advantage for many hotels. The restaurants of hotels have increased the standard of fine dining. Many different cuisines restaurants are available in these hotels, and MICE is generating revenue from corporates, weddings and exhibitions of hotels in Pune, the F&B Service Department is considered a good source of income.

International hotel chains are starting their business in the city of Pune, and the rivalry is growing fiercer, especially in the department of Food & Beverage Service. This has created the requirement of expert and efficient staff to face such competencies. Hence, experts are required to train newcomers, trainees, and the existent staff for various skills and higher promotions. With day to day upgrading in service and growing competition, the training of the employees is very important in the hotel industry.

The Research is based on the sample study done for Pune five star hotel F&B Service employees. As it is observed that Pune has a lot of market for Hospitality buyers, both domestic and international, it becomes a matter of more concern whether the trained workforce is available or not for the services. The main focus of the study is the F&B Service employees. Especially the operational level/entry-level employees, as they are the ones who are in contact with the customer and are the face of the F&B Service

department. These entry-level employees have tremendous pressure on keeping the guest satisfied.

#### **1.4. TRAINING**

In any organization, training is considered the most important activity. It plays a role in the entire development of the organization's workforce. Training is effective in improving the product quality, services, increase guest satisfaction level, uplifts employee morale, and takes the organization to profitability. Thus in any organization, well-trained employees will attract more guests and help in making success.

In this fast progressing world of work, employees and organizations alike must always regularly adapt to technological, economic, social, and political changes. The dynamics of this present era has very strong implications on work and the entire organization. The organization must be flexible to succeed in this kind of rapidly evolving world and must have speed and maintain a quality product. Adaptable, properly trained, and well-qualified staff is always in real demand. Training of the staff to keep up with change is the secret to an agile, fast-thinking workforce (**Ghanekar, 2009**)

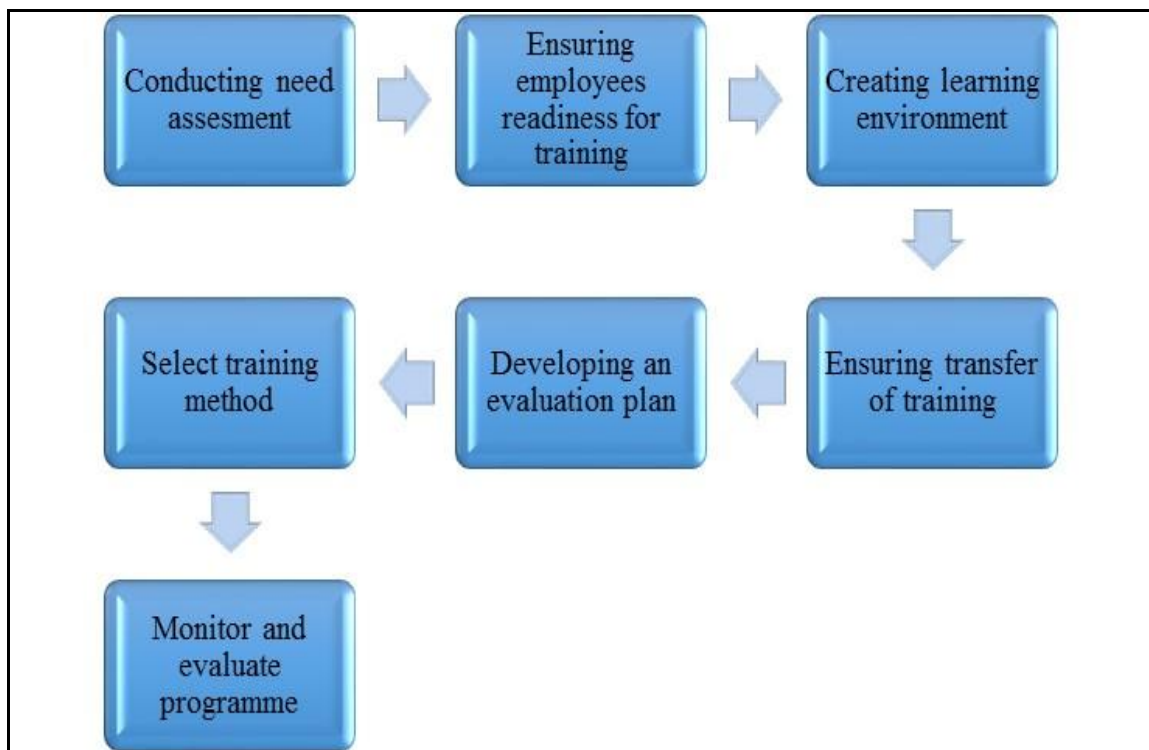
Normally, the hotel has only one training Manager who has to train all the hotel staff. The training manager also trains the operational level trainers .The Food and beverage operation training, if delegated to supervisors within a department,it will be to everyone's benefit and within the department trainers will be available. The hotel training manager has to plan efficiently training programs for all the departments in consultation with the department heads. The trainers at department level should be well equipped with the operational knowledge and should conduct trainings efficiently. To combat this, hotels need to carry out certification programs to train their trainers and award them for recognition of the same. Employees want to receive training. Learning shortages , progress are some reason why workers leave one job for another. Even poor quality training can be as bad as no learning at all. Evaluation of all training should be done on a serious note.

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

Increase efficiency and effectiveness by improving employee skills.

- Achieve minimal accident rate.
- Restructure the incentive mechanism.
- Make operation more commercially viable.
- Make a preventive action plan so managers can have more time for planning.
- Minimize turnover of staff because of the inadequacy of skills.
- Improve morale and achieve a more satisfactory working environment.
- Enable new employees to meet their job requirements, and enable experienced employees to accept transfers, adapt to new methods, increase efficiency, and adjust to changing needs.
- Encourage willingness, loyalty, interest, and desire to excel (**Dennis Lillicrappe J. C., 2006**).

#### 1.4.1 The Training Design Process



(Ghanekar, Essential of Training and Development, 2009)

## **1.5. OPERATIONAL TRAINING**

This is training that will assist the employee in developing, maintaining, or improvising in technical skills. These skills are where the employee will use the knowledge, tools, and equipment to perform the duty efficiently (Ghanekar, **Essential of Training and development, 2009**). Operation training is more practical oriented. It will improve employee skills on actual operational grounds, situation handling and hence will nurture operational staff.

## **1.6. F&B SERVICE DEPARTMENT**

The F&B service department is the second major revenue-producing department of Hotels. Star category Hotels have many F&B service outlets which deal with serving guests Food & Beverages in:

- Restaurants – Which includes specialty Restaurants and coffee shops.
- Banquets – which organize all types of functions.
- Room service – which serves F&B in guest rooms.
- Lounges – Which serves F&B and are located near Reception.
- Bar and Dispense Bar- Which serves all kinds of alcoholic beverages (Singaravelanvan).

Besides this, the department also takes care of selling and serving Food & Beverages to guests wherever they are in hotels and is responsible for giving the guest a good meal experience. The department has a large number of human resources, which does intensive work and customer service is an essential role. The F&B department workplace is widely characterized and dominated by a low skills profile or rather by an uneducated, unmotivated, untrained, unskilled employee. Employees must, therefore, be trained to be loyal, flexible, tolerant, amiable and responsible for, at every successful F&B service establishment, it is the employees who stand in front of the guests and, too often, it is a poorly trained, minimum wage inductee on whom the reputation of the establishment relies .



## 1.3 Types of Foodservice Operations (Variables in Foodservice Operations)

### Customer Experience Variables

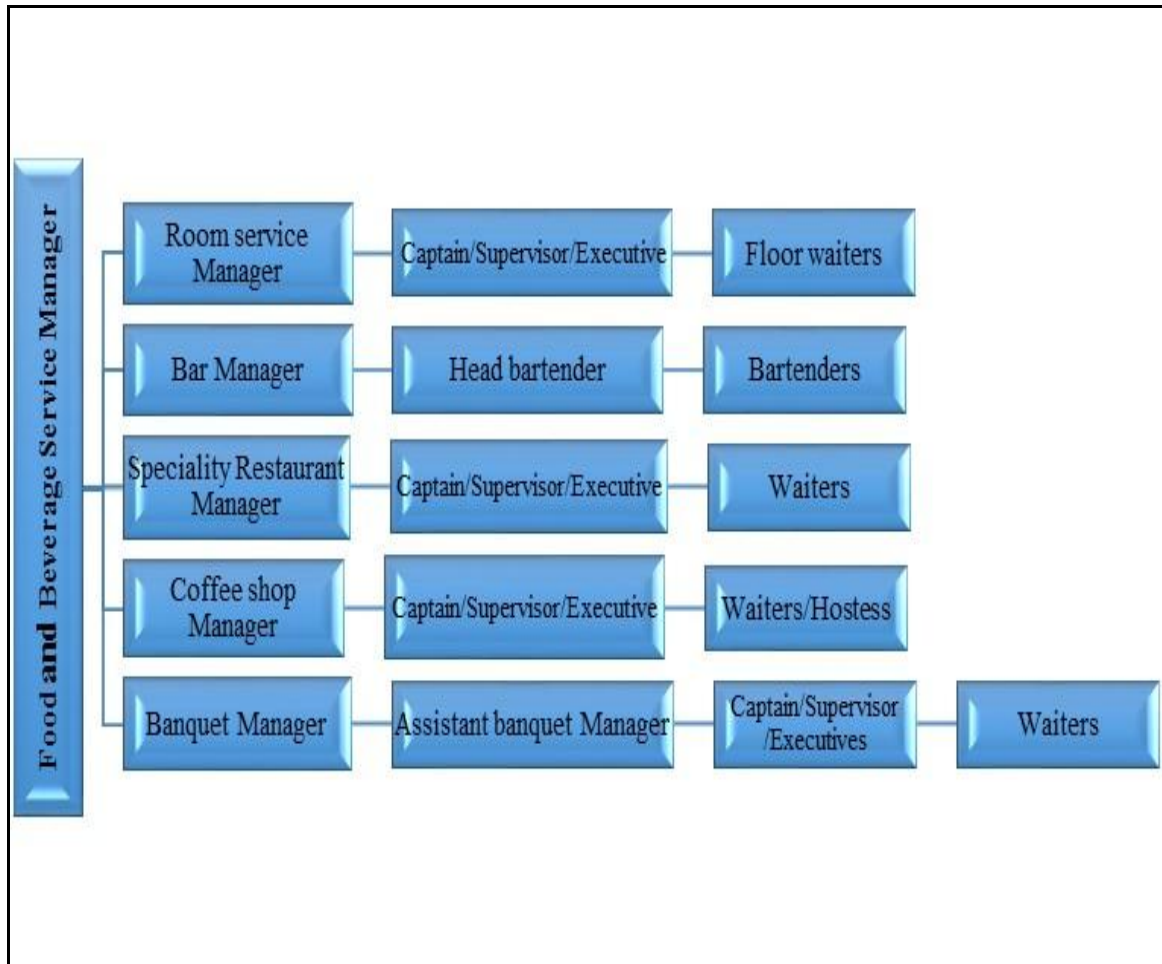
- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>➤ Food and drink available</li> <li>➤ Level of service and other services</li> <li>➤ Price range/value for money</li> <li>➤ Cleanliness and hygiene</li> </ul> | <ul style="list-style-type: none"> <li>➤ Atmosphere (includes décor, lighting, air-conditioning, acoustics, noise, size and shape of room, other customers, attitude of staff)</li> </ul> |
|---|---|

### Performance Measure Variables

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>➤ Seat turnover/ customer throughput</li> <li>➤ Customer average check</li> <li>➤ Revenue per member of staff</li> <li>➤ Productivity index</li> <li>➤ Ratio of food and beverage sales to total sales</li> </ul> | <ul style="list-style-type: none"> <li>➤ Sales/profit per m<sup>2</sup>/per seat</li> <li>➤ Sales analysis</li> <li>➤ Departmental profit</li> <li>➤ Stock turnover</li> <li>➤ Stock holding</li> <li>➤ Complaint levels</li> <li>➤ Level of repeat business</li> </ul> |
|--|---|

The department consists of team members who perform their duties as per their cadre level. The F&B service department has three prominent levels in the cadre .i.e. management level, supervisory level, and operational level staff. There are several staff at the operational level, and they are in direct contact with the customers. The department is headed by the F&B service manager or Director of F&B service.

### 1.6.1 Hierarchy of F&B Service Department.



The training of operation level staff should be effective and should be conducted regularly as these level employees are more in number in the department, and they are the ones who are in direct contact with the customer. Sometimes the operation level employees might not be hotel management graduates, so their training should be evaluated promptly.

**1.6.2 The job responsibilities of various levels in F&B Service Department, in brief, can be listed as:**

Levels	Details of Job Responsibilities
<p><b>1. Management level:</b> To establish a proper working relationship with all other department heads and Four departments together with F&amp;B service outlet managers to achieve objectives as determined by the organization.</p>	<ul style="list-style-type: none"> <li>• To maintain and increase service standards, productivity, and creativity leading to improved performance in the department.</li> <li>• Own all aspects of the F&amp;B operation, including building rapport and establishing professional relationships with guests and clients, leading to increased business.</li> <li>• Is responsible for the implementation of the Performance &amp; Development Review system and performance management within the department to deliver well-trained team members at all levels and permit advancement for those qualified and interested in furthering their careers.</li> <li>• Ensures that the team maintains a high level of customer focus and demonstrates dedication to the guests at all times.</li> <li>• Constantly strives to increase guest satisfaction through quality, creativity, range, and value for money of the F&amp;B offerings available throughout the property.</li> <li>• To review and evaluate regularly the guest's response to the individual restaurants and banquet services and ensure that the offer remains relevant.</li> <li>• Prepares job descriptions for outlet managers and assistants and supports the creation of job descriptions for all levels within the department.</li> <li>• Works with HR on the hiring, release, and various discipline of managers and senior personnel.</li> </ul>

	<ul style="list-style-type: none"><li>• Is fully conscious of the effects of turnover, can set the desired turnover rate, and develop actions to support its achievement.</li><li>• Ensures that communications meetings and other HR best practices are in place and are effective in delivering team member satisfaction.</li><li>• Encourages empowerment in the department.</li><li>• Ensures that team members stay motivated by monitoring communication remains free and open in line with Esprit. Monitors the performance of team members at all levels and their commitment to Esprit.</li><li>• Involved in policymaking, and is responsible for budgets and achieving profits.</li><li>• Prepares the annual budget and financial targets for the F&amp;B department in line with financial procedures.</li><li>• Is conscious of the impact of cost controls and establishes a culture of awareness within the department.</li><li>• To describe, assign, and delegate responsibility and authority for the operation of the various outlets within the departments.</li><li>• Directs the functions of administration and planning of the F&amp;B Department to meet the daily and long term needs of the operation.</li><li>• Ensures decisions are in line with the hotel's business objectives, both long and short term.</li><li>• Assess competitors and familiarize them with local consumer habits and local produce.</li><li>• Supports Training and is focused on delivering</li></ul>
--	---

	<p>standards.</p> <ul style="list-style-type: none"><li>• The position requires a lot of initiative, creativity, and self-motivation as well as discipline.</li><li>• To maintain and increase service standards, productivity, and creativity leading to improved performance in the department.</li><li>• To review and evaluate regularly the guest's response to the individual restaurants and all F&amp;B services and ensure that the offer remains relevant.</li><li>• Is responsible for the implementation of the Performance &amp; Development Review system and performance management within the department to deliver well-trained team members at all levels and permit advancement for those qualified and interested in furthering their careers.</li><li>• Is conscious of the impact of cost controls and establishes a culture of awareness within the department.</li><li>• To describe, assign, and delegate responsibility and authority for the operation of the various outlets within the departments.</li><li>• Is involved with the business strategy, including marketing of all profit centers of F&amp;B.</li><li>• Is responsible for reports, business documents, and other correspondence inappropriate time or as per the business rules.</li><li>• Interviews hire and provide effectively on the job training for F&amp;B team members.</li><li>• Identifies training needs, develops, and implements an effective training plan for all team members. Conducts on-the-job training sessions for F&amp;B</li></ul>
--	---

<p><b>2. Supervisor/Executive level/Outlet managers:</b></p> <p>This position personnel is Responsible for the entire administration and F&amp;B operation of the F&amp;B Service department outlets. These are service team leaders for providing outstanding service to at all times. Ensure Supervision of the work of team members, and monitor closely to provide courteous and efficient service to all guests.</p> <hr/>	<p>personnel regularly.</p> <ul style="list-style-type: none"> <li>• Develop the appointed F&amp;B areas with the team and should work with dedication, for all dining periods.</li> <li>• The supervisor is also involved in hiring staff, training, supervision, and putting discipline amongst all team members.</li> <li>• To have a friendly yet unobtrusive behavior with all the outlet guests.</li> <li>• Should have a managerial ability that which will ensure successful operations of the outlets</li> <li>• To check and control the reservations and seating arrangement of the outlet with regards to service standards.</li> <li>• All staff will demonstrate the supervisor to make sure proper and consistent service techniques for various meal times.</li> <li>• Advance planning for materials required for operations.</li> <li>• Supervise Proper Control of all F&amp;B items and appropriate usage of equipment and various service equipment.</li> <li>• Take rounds daily to check the conditions of all physical facilities.</li> <li>• Proper duty rota and schedules to be made, which will ensure appropriate service at the same time controlling labor costs and overtime.</li> <li>• Coordinate with all other departments.</li> <li>• Communicate and coordinate with the Chef. The F&amp;B Operations Manager also discusses the menus.</li> <li>• To predict covers and revenue and plan accordingly.</li> <li>• Should also plan up-gradation of staff, the ability to</li> </ul>
---	---

	<p>recommend salary adjustments, transfers, promotions, and dismissals.</p> <ul style="list-style-type: none"><li>• Plan performance measures.</li><li>• Understand all F&amp;B items offered. Also, an expert in having good knowledge of beverages, various drinks spirits, liquors, wines, and cocktails.</li><li>• To finish and overall conduct evaluations for all employees.</li><li>• Maintain a daily log for upper management.</li><li>• Is actively involved in required meetings.</li><li>• Promote teamwork and healthy work culture.</li><li>• Handle complaints or concerns of guests and to do PR.</li><li>• Supervision of all inventories directly involved with the operation of the outlet.</li><li>• Make use of the computer system in printing and closing checks as well as shift reports or any other office usage</li><li>• Recognize and handle undesirable guests.</li><li>• Properly handle and report employee and guest accidents.</li><li>• Carry out additional duties assigned by management.</li><li>• Build develop strategies to accomplish said goals.</li><li>• Forecast necessary staffing, and it's related it to expenditure to get the job done.</li><li>• Forecast work and check work schedules prepared by subordinate managers for all outlet employees.</li><li>• Developing job descriptions and reviewing them.</li><li>• Control standards, performance, employees' conduct, dress code, appearance, sanitation, etc., according to organization policies.</li></ul>
--	---

	<ul style="list-style-type: none"> <li>• Work on changes required to improve employees' performance and teamwork.</li> <li>• Review performance appraisals of all subordinates on an annual basis.</li> <li>• Responsible for informing staff about hotel policies and changes. Manages and controls the overall expenses of the outlets focusing on higher revenue and profit.</li> <li>• Work in coordination with the Executive Chef to ensure premium quality and fair prices and to see that below standard items are never accepted or served.</li> <li>• Should have a good command of P.O.S. system of hotel</li> <li>• To ensure that the waste factor in the hotel at a minimal level.</li> <li>• Aware of all inventories and par stocks.</li> <li>• Should be knowledgeable of Profit and Loss statement.</li> <li>• Able to calculate and control Food &amp; Beverage costs.</li> <li>• Maintain current prices and approved vendors listed based on quality, service, and cost of all related F&amp;B items for requisitioning purposes, store inventories, cost control procedures, and forecasts.</li> </ul>
<p><b>3.</b> <b>Operation/Entry level:</b> Providing and serving guests courteously and promptly to ensure great guest satisfaction</p>	<ul style="list-style-type: none"> <li>• Should offer guests an enjoyable, exceptionally served beverage/meal experience — ability to anticipate service of guest requirements before a request is necessary.</li> <li>• Present menus and explanations for all menu items.</li> <li>• Present children's menus, when appropriate, and</li> </ul>



To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

<p>performs F&amp;B service and set-up according to an established standard, coordinates, and executes daily work assignments as assigned by Supervisor/Team Leader.</p> <hr style="border: 1px solid black;"/>	<p>describe specials and alternative Cuisine.</p> <ul style="list-style-type: none"> <li>• Serve ordered dishes to guests and also explain the contents and preparation.</li> <li>• Serve water, bread, and butter service throughout the meal to guests.</li> <li>• Serve and clear F&amp;B items unobtrusively and professionally.</li> <li>• To carry trays, bussing trays, and relay tables with linen, tableware.</li> <li>• To have a positive attitude, take personal responsibility, and initiative to resolve any guest issues, always clearly communicating.</li> <li>• To be self-motivated, to improve personal job performance.</li> <li>• To work in co-operation and support the colleagues in the pursuit of team goals.</li> <li>• To ensure that an environment that promotes flair, creativity, and consistency in the quality of service delivery and presentation is maintained in the organization.</li> <li>• To be responsible for seeing that all Food Safety Management Program policies and guidelines are followed.</li> <li>• Offer guests at the outlet an enjoyable, expertly served beverage/dining experience of excellence for quality, professionalism, and friendliness.</li> <li>• Understanding of sense of urgency of guests' requirements before requests if necessary.</li> <li>• Complete opening and closing duties as assigned and have all tables set as per the required standard.</li> <li>• Work on the organization's computer system for the</li> </ul>
---	---

	<p>sales, printing checks, closing checks, and completing closing readings.</p> <ul style="list-style-type: none"><li>• Ascertain a guest's satisfaction and handle any problem, which may arise, informing a manager of the problem and how it was resolved.</li><li>• Report any incident, accident, or guest complaint immediately to a higher authority, to a manager.</li><li>• Recognize and handle any undesirable guests and respond properly to any hotel emergency or safety situation.</li><li>• Ability to move tables and chairs and rearrange any buffets, displays or side stations whenever needed</li><li>• Retrieve and stock all linen, all tableware, and food, and beverage items.</li><li>• Report for duty well-groomed and in time.</li><li>• Ability to carry heavy trays properly and safely.</li><li>• Attends all the training subjects to the service staff and follows all rules and policies of the hotel</li><li>• To also handle cash and credit card procedures according to the guidelines of the finance department.</li></ul>
--	--

### **1.7 NEED FOR OPERATIONAL TRAINING IN F&B SERVICE DEPARTMENT**

The training of employees is needed whenever there is a gap between : Skills and attitudes required and skills and attitude displayed by employees in their jobs.

The training needs can be determined by the higher authorities keeping in mind about the following:

**Employees:** How many hours they work extra? And why? What experience they have?

Job description: do they know their jobs?

**Standards and performance:** Results and standards expected from staff? And awareness?

**Present training status :** How the job is learnt by employees ?

**Key problems:** Is there any difficulties – in the skills people have, in organizing training, in the circumstances under which the employee work? , their age , due to transfers in the other areas , etc.

In today's modern age, the problem of well-trained staff is a huge issue in the hospitality industry. It has to be understood that the most important aspect of achieving quality in the hotel industry is still Human factors. There are many people from the Human Resource Department who are working behind the scenes for providing appropriate Training for overall customer satisfaction. It is important to train employees to a maximum level, which will get repeat business. The correct method of training will benefit employers and employees, and will assist the employees in handling ever-demanding customers. Proper training of Food & Beverage Service employees will make them confident in their work and the confident staff, in turn, will have more satisfied customers. Food & Beverage Service operational training will help employees to know how to handle food, drinks, and related consumables properly. Service staff will gain a better understanding of how to effectively handle plates of food and glasses of drinks, and there will be increased awareness of standard operating procedures; all staff will be more vigilant and responsible for the products served to guests. This will also lead to pride in doing work. Without sufficient training, not only there is a threat posed to guests, but organization reputation can also be at stake when serving food and drink.

The hotel training department is the backbone of hotel success. The training of staff is important as the better-trained staff will give good operational results. The four core departments in a hotel, i.e., Front Office, Housekeeping, Kitchen, and Food, and Beverage Service, all these departments are important and deal with day to day operations in the hotel. The Front Office and Housekeeping deal with the rooms and lodging facility of the hotel, whereas Kitchen and F&B Service take care of F&B provisions for the guests. The F&B Service department plays a crucial role as it has to liaison with guests as well as kitchen staff and keep guests satisfied. The training of all

core department employees is important, it is important to train the operations staff as they are in direct contact with the guests. There are various operations linked training programs that should be carried out for the Food & Beverage Service staff. Training like bartending, Wine and food service, FSSAI, stress handling for busy hours, upselling & suggestive selling, Hygiene while service, HACCAP, table service etiquette, Use of latest technology in service, complaint handling, safety policies, cross training in other f&b outlets etc. should be taught to these service employees. In Food & Beverage Service Department, training is very important as the staff from this department are directly in contact with a customer and at the same time, also handling expensive F&B and are assigned to perform various skill-based jobs. Sometime in the department itself, the outlet supervisor does the training of the operational staff, unit managers are usually qualified, unfortunately, their work still goes unnoticed and under-appreciated just because they do not have the name of 'trainer.' They are the unsung hospitality heroes, doing two jobs. Investing time and resources in training and trainers will reap tremendous benefits in terms of efficiency, quality, and morality-for both department workers and the trainers themselves. In Food & Beverage Service departments, training can become more organized, more focused, and more consistent if it is assessed and evaluated at proper intervals. The process creates a continuing effect - as well-prepared trainer will attempt in delivering good training that employees absorb and retain, this leads to better performance, resulting in great guest satisfaction and repeat business.

For organizations, productivity training assumes great significance. Though it is a type of education, it is still job oriented. Education is wider in scope and general in purpose, whereas training is organization-specific and practice-based.

**(Ghanekar, Essential of training and development, 2009)** Training in technical or operational skills helps an employee to

- Use the equipment correctly and scientifically.
- Choose the correct tools required to complete a specific task.
- Estimate the right materials and quantity required for the task.
- Process the data correctly and efficiently.
- Increase the ability to follow the correct process required by a project or process.
- Learn to use new technology and tools.

- To prevent industrial accidents and health hazards
- It facilitates teamwork.

Operational training thus increases the efficiency and productivity of an employee by enhancing his ability to use the skills and resources available as required by the job. Human Resource is an area that is growing in importance. As the industry continues to grow, it needs to focus on its employees and their roles as service providers. Increasing demand requires increased, well-trained staff at all times.

The hotel industry in India is confronted with a lot of problems with the inability to provide quality services that are in keeping with international standards and lack of training for different levels of working employees. To address these problems, one requires in-depth training in this Industry.

The challenges placed in forth of the Hospitality Industry by way of increasing demand, of training, well-trained trainers and employees in the hotels, the competition between different hotels, skilled labor, and employee retention, new trends , sudden challenges in the world of business ,bad customer experience can ruin the hotel's reputation, as well as business.

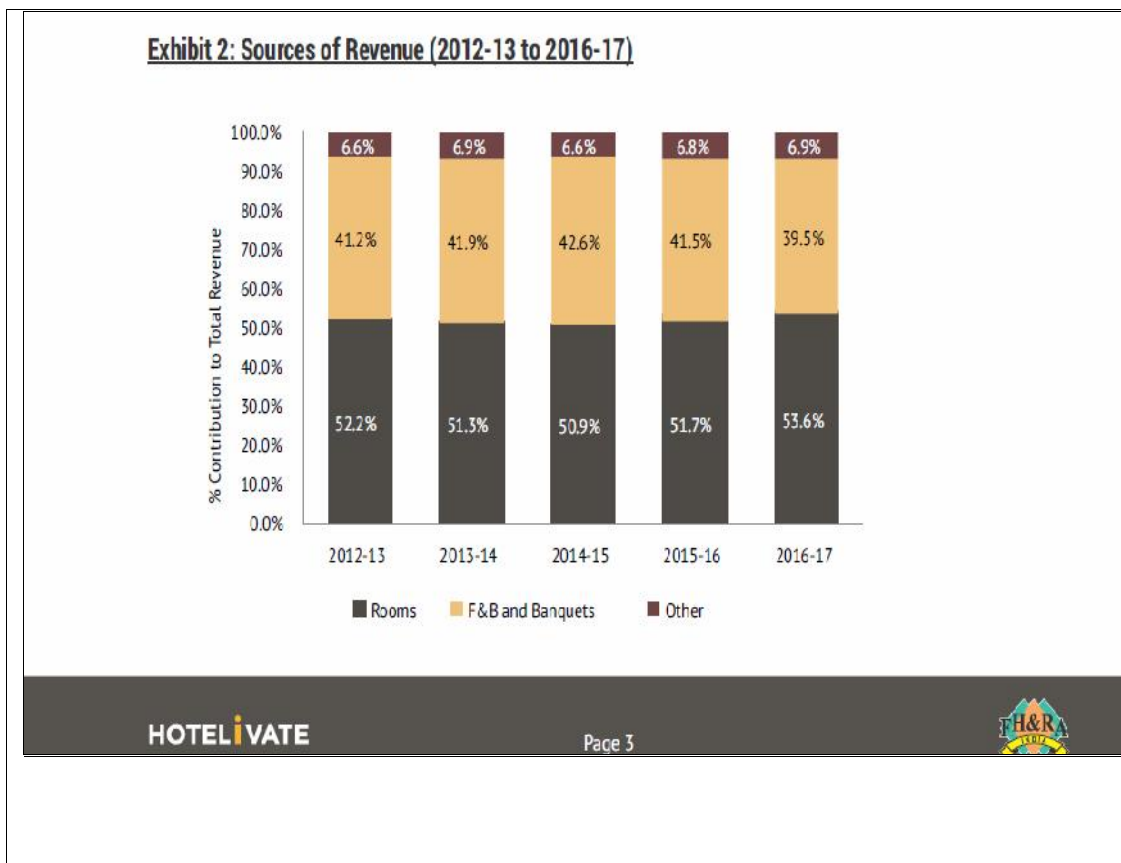
As jobs in hotels and catering industries are labor-intensive, especially in the F&B Service department, humans should be considered as the major asset of the hospitality industry as they are in customer contact specially the operations staff . Although some research work has been conducted on the topic, they lack to address the issue of operational training programs of the Food & Beverage Service Department in Pune Hospitality and its effectiveness in the Hotel, thereby creating is a research gap. Thus there is a lot of scope for research on the topic selected, which would aim at bridging this gap.

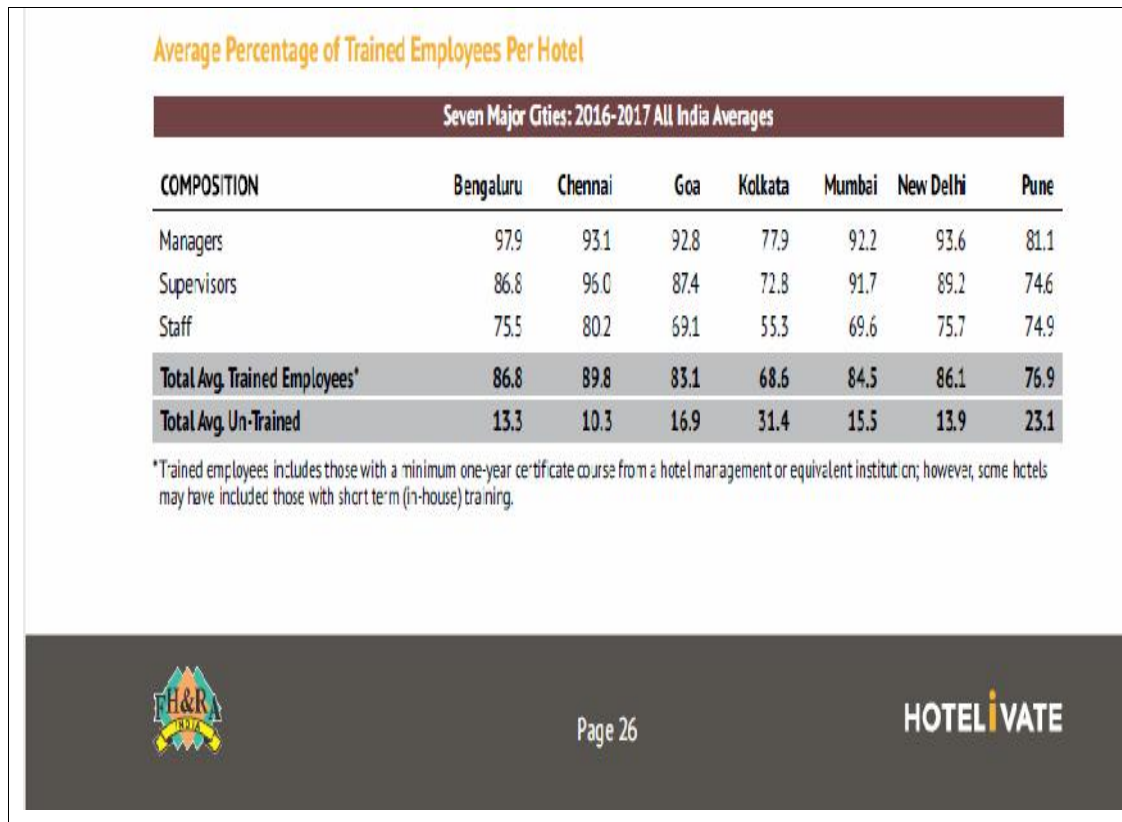
## 1.8. SCOPE

There is immense scope for the study. The author has reviewed - The FHRAI Indian hotel industry survey of 2016-17, PHA workshop, Indian Hotel Industry Review, and Prospects, 2019 which highlight the key issues in the Hotel industry in India and suggest how training can help in progressing in future endeavors. The following reports explain the scope of the study.

### 1.8.1 As per FHRAI Indian Hotel Industry survey of 2016-17

It has been noted, as per the survey, that there is a decline in the sales of the F&B Service Department from 41.5% (2015-16) to 39.5% (2016-17). This brings in concern that why there is a revenue drop in this department and what are the causes.





The above figures are from the FHRAI Survey 2016-17. The chart shows that there is a decline in F&B Service revenue. Also, the other (figure in 1.8.1) chart shows that in the Pune region Total average untrained staff is 23.1 which is the second highest in all India averages. This shows an area of concern and scope of training for the Pune region in the Hotel sector training area. Hence there is scope for the study.

### 1.8.2. Observation at the conference by PHA (Poona Hotelier Association).

The statements made, that every 2.5 seconds, a new job is added to the Hotel industry. The most important statement given in their presentation is that 86% of the Hospitality business offers **less than 10% hour of training over the entire life of the employment of staff**. People quit the industry because of burnout, and poor work out culture. Again it states that **40% of an employee who receives poor training leave within the first year**. The biggest or priority challenge in the hotel industry is Hiring and retaining staff. It has to be understood that a **high-quality employee delivers high-quality customer experience**. **In pursuit of excellence, people should be put first always; investing in employees is the best bet for the survival of the business**. Also, training of people

**should happen continuously for future demands. Effectiveness of training is crucial if training is not effective and doesn't help employees soar higher it will turn out to be a laborious waste.** Training should be part of the organization's CEO agenda every time. Skill up-gradation is also very relevant now.

### **1.8.3. Indian Hotel Industry Review , 2019.**

Human Capital – The Indian hotels faces a continued trained staff shortage challenge at various levels. Most of the companies are having a shortfall of skilled workforce for their hotels. A major reason for this type of staff shortage is always the absence of organized training and lack of good educational institutes providing developed skilled employees. Only a few major Indian players like Taj, Oberoi, and ITC, etc. have set up their training institute with few international brands like IHG, Carlson, etc. **(Indian Hotel Industry Review and Prospects, 2019)**

The department of F&B service is an important connection between the guests and the product, like the menu, beverage, and other services on offer in an establishment. The waiter/steward or server is the one point of contact between the customer and the establishment and plays an important role in this profession and add value to enhance national and international status. The F&B service staff hence required to have good knowledge and service skills of global standards. To get the breakthrough in F&B service, one must possess:

- In-depth knowledge of the product
- High interpersonal skills
- Technically sound
- A team person with great agility

The hotel industry in India provides hospitality as the “AtithiDeoBhava” concept which means “guest is a god.” Providing guests with good services always makes one happy and satisfied. In India, the Hotel industry is emerging as one of the key industries. It is well structured and growing fast to keep up with the market demand. And has been instrumental in contributing to the countries progress in the economic sector. This trend will mostly continue because of the introduction of e-visa for foreign tourists and the



growing domestic economy, which are giving indications of increased domestic travel **(Hotel sector Financial Report - The Indian Hospitality industry, 2019)**.

The F&B department aims at optimizing revenue and customer satisfaction. So the department employees have to ensure that proper F&B service operations are carried out to get repeat guests who are willing to spend on various food and beverage services provided by the Hotel.

## **1.9.SIGNIFICANCE OF THE STUDY**

### **1.9.1. Industry significance**

The study will help to understand the importance of operational training of entry-level staff. The study will create awareness of the importance of operational training , and also it's evaluation is of importance, which is studied in the research.

### **1.9.2. Social significance**

Just imparting training is not sufficient, but its effectiveness has to be evaluated. This will bring in a feel amongst employees that even their smallest of jobs are also of importance and they are also responsible for bringing positive change to the Hotel industry.

This study will also create a feel-good factor of working at entry-level and not thinking of it as a low-level job/blue-collar job; as till today in our society, only white-collar jobs are recognized and treated as of importance.

Operational training will help in molding the entry-level staff for better career and prospectus and skill enhancement for better living. The well-organized training, if effective, will have job satisfaction amongst employees.

### **1.10 KEY DEFINITIONS.**

**Hotel:** A hotel is an establishment that provides paid lodging on a short – term basis. Facilities provided may range from a modest-quality mattress in a small room to large suites with bigger, higher-quality beds. Small hotels or lower-priced hotels may offer the most basic guest services and facilities. Higher priced and large hotels may provide additional guest facilities such as restaurants, business facilities, conference and event facilities, spa, childcare, social function services, etc. Hotels proliferated throughout Western Europe and North America in the early 19<sup>th</sup> century, and luxury hotels began to spring up in the latter part of the 19<sup>th</sup> century.

-Source WIKIPEDIA.

**Hospitality Industry:** The Hospitality industry is a broad category of fields within the service industry that includes the service of accommodation, food and drinks, event planning, theme parks, transport, cruise line, travel, and additional fields within the tourism industry. The hospitality industry is an industry dependent on leisure time availability and disposable income. A hospitality unit such as a restaurant, hotel, or an amusement park consists of multiple groups such as facility maintenance and direct operations(server, housekeepers, kitchen workers, bartenders, marketing and human resource, etc.

-Source WIKIPEDIA.

**Employees:** An employee is a term for workers and managers working for a company, organization. These people are the staff of the organization. Generally, any person hired by an employer to do a particular job is an employee.

-Source WIKIPEDIA.

**Trainer:** A person who teaches skills to people and prepares them for a job activity or sport.

-Source Cambridge Dictionary

**Skills:** A skill is the ability to carry out a task with determined results often within a given amount of time, energy, or both. Skills can often be divided into domain-general and domain-specific skills. For example, in the domain of work, some general skills would include time management, teamwork and leadership, self-motivation and others, whereas domain-specific skills would be used only for a certain job. Skill usually requires certain environmental stimuli and situations to access the level of skill being shown and used.

-Source Cambridge Dictionary

**Challenges:** A challenge is something new and difficult which requires great effort and determination.

-Source collins dictionary .com

**FHRAI:** FHRAI is the voice of the Hospitality Industry and provides an interface between the Hospitality Industry, Political Leadership, Academics, International Associations, and other Stake Holders.

FHRAI is committed to the progress of the industry through various activities like education and training, research and publication, Annual Convention to promote interaction with Government officials, political leaders, and stakeholders of the Industry.

-Source [www.fhrai.com](http://www.fhrai.com)

**HRACC:** Hotels & Restaurant approval & classification committee inspects and asses the hotels based on facilities and services offered.

-Source [www.tourism.gov.in](http://www.tourism.gov.in)

---

CHAPTER  
II  
LITERATURE  
REVIEW

---

## 2.1 INTRODUCTION

The literature review is the backbone of the entire study. In this chapter, the relevant literature for this thesis is studied. Review of literature was a crucial and enlightened part of the secondary data which was collected. Literature related to food and beverage scenario in India and Asia, Food and beverage service department of hotel, operations, Training, Effectiveness, and customer satisfaction was reviewed. Articles about the hospitality scenario were reviewed to get an overview of the region in the scope of the research. The literature was reviewed from diverse geographical regions. The literature review done has helped in identifying the research gaps.

This Chapter has the following detailed reviews:

- Food and beverage service scenario in India.
- Food and beverage service scenario in Pune.
- Challenges faced by food and beverage employees in India.
- Challenges faced by food and beverage service employees in other countries.
- Expectation of customers from food and beverage service employees.
- How food and beverage service of 5star is different from other hotels and restaurants.
- Importance of Food and beverage service in hotels.
- Contribution of food and beverage service in terms of revenue to 5-star hotels
- Challenges faced by food and beverage service employees in a 5-star hotel.
- Definition of operations in the hotel industry.
- Importance of operational training concerning 5-star hotels
- How operational training affects food and beverage service in 5-star hotels
- Different types of operational training in food and beverage service department of the 5-star hotel
- The relevance of food and beverage operational training concerning changing needs and wants of 5-star customers.
- Definition /what is effectiveness?
- Importance of effectiveness in the hotel industry.
- How to measure effectiveness in the service-based industry.
- How effectiveness and operational training are correlated.

- Challenges faced by hotels in India.
- Observed Problems in the Hotel Sector

### **2.1.1 Food and beverage service scenario in India.**

1. **(Dhruv Sood and Shubhi Mishra, 2014).** The Status of India's Hotel Restaurant Institutional sector is reaping gains from India's relatively robust rise in economy, steady political situations, foreign investment, and increase in incomes, high aspiration level, a young population, and changing consumer consumption patterns. While openings for foreign food exporters in the segment are refining, the market for imported food items continues to be relatively small due to high tariffs, ongoing import restrictions, and intense competition from domestic foods.

It suggests that Tourism on the Rise, Foreign tourist, and business arrivals have nearly tripled over the past decade, rising to 6.97 million in 2013 (annual growth of 5.9 percent). The ballooning of domestic air travel and refined quality and number of hotels has helped increase the rise and increase the number of higher income travelers. India continues to market itself with the "Incredible India" promotion campaign and the "Atithi Devo Bhav" program, which is formulated to sensitize Indian stakeholders to the value of tourists and tourism.

Indian consumers are eating out more often and younger Indians are in favor of international franchises and foreign foods against their elders. With about an estimated 100,000 modern, organized restaurants (20 or more seats, wait staff, menus) in India, there is plenty of room for growth in the industry. It is estimated that 8% -10% of Indians prefer spending and eating food in restaurants, cafes, and other food establishments instead of eating at home.

In the Hotel sector, less percentage of hotels are considered three stars and above although India has a broad segment of hotels. A massive number of hotels are small long-established outlets that provide cost-effective accommodations for travelers and food available locally. Over 600 hotels and resorts in India constitute the "organized" or modern sector. Most of these hotels are in bigger cities and major tourist or business

destinations. As foreign and domestic travel has increased in recent years, modern hotels carry at least small amounts of imported foods.

India has many world-class domestic hotel chains and several international hotel chains that have also established a presence through franchising or partnerships with Indian firms. Such hotels are mostly in the premium segment (5 star/5 stars deluxe/heritage) and mid-range segments (4 stars), which cater to business and leisure Travelers. Several international brands are exploring the penetrating possibility or expansion further in India due to the rise in tourism and business travel.

Food and beverage sales are responsible for about one-third of the revenue generated by hotels and five-star hotels, typically having three to four restaurants per hotel.

2. **(Grant Thornton, 2015)**. The Grant Thornton report mentioned that the Food and Beverage industry is growing in the market by 23-24% at Compound Annual Growth Rate (CAGR) currently being worth INR 204438 crore and is estimated to be worth INR 380,000 crore by 2017. It has been said in the report that the two most popular types of restaurants are Quick Service Restaurants that form 45% and Casual Dining which form 32% of the overall market.

The report also mentions that a high percentage of India's population is in the age group of 5-25 years– with expanded urbanization and consumerism, and are more likely to consume processed food and eat out more often.

The Indian economy is anticipated to plus another trillion dollars to its GDP in the next 56 years, enabling per capita CAGR of 12%.This consequent revenue ballooning would precede to spring up the number of middle-class customers. There are a large number of multinational chains that are penetrating the market.The Fine Dine market size is approximately INR 7,000 crore currently and estimated to touch almost INR 13,000 crore by 2018 increase in disposable income.

There is a growth seen in expenditure on food by middle-class families due to availability of disposable income. The average amount for each person rose by CAGR 9% to US dollar 1,350 in 2013 compared to US dollar 450 in 2000. Expenditures are as high as 51% of their income on food products.

There has been a change in customer preferences: Change in family anatomy that has led to change in food habits. With the changing habits, there is rising preference for convenience and higher instances of eating out. Certain section has been exploring culinary experiences due to the worldwide adaptability of the Indian consumer. This consequence in the disclosure of the QSR industry and also the convenience foods segments of the food & beverage industry or eating outside habits.

Rise in the number of working women: Nearly 25% women are working now. More women are spending a considerable number of hours at their workplace. Therefore, there is no or less time to prepare all meals at home, as previous generations did. More working women are spending their disposable incomes on eating out or serving convenience foods picked up on the way home from work.

Health and hygiene consciousness: Increasing awareness and incomes among upwardly mobile urban consumers are making them care more about health and fitness. The shoot up of juice bars and kiosks selling salads and wraps are cases in point. Consumers are opting for healthy options at the market and grocery stores. Many now cook with healthier oils instead of cooking with ghee and butter, the traditional medium of cooking in India.

The increasing number of consumers are accepting multiple cuisines: Food and Beverage segment has a positive impact due to the push of Indian restaurants serving variety of global cuisines. Customers are more willing to try variety of cuisines as they are easily available in the town and this is a trendsetter increasing the frequency of Indian customers eating out

3. **(Thyagaraju, 2015).**The Future Prospects of Hotel Industry in India is good. The author highlights in the paper how Indian Hotel industry is second to china in entire Asia. The future prediction for hotel industry is significant in innermost expansion. The growth rate is projected at 8.8% in the year 2016 with more than 4 million estimated Travelers visiting here.

Indian Hospitality Industry- Future Trends

- The hospitality industry is expected to be one of the major employers in India
- The tendency to promote Indian values and tradition to attract more tourists



- Growth of Premium and luxury hotels
- More innovations in services, including accommodation, food, beverages, etc.

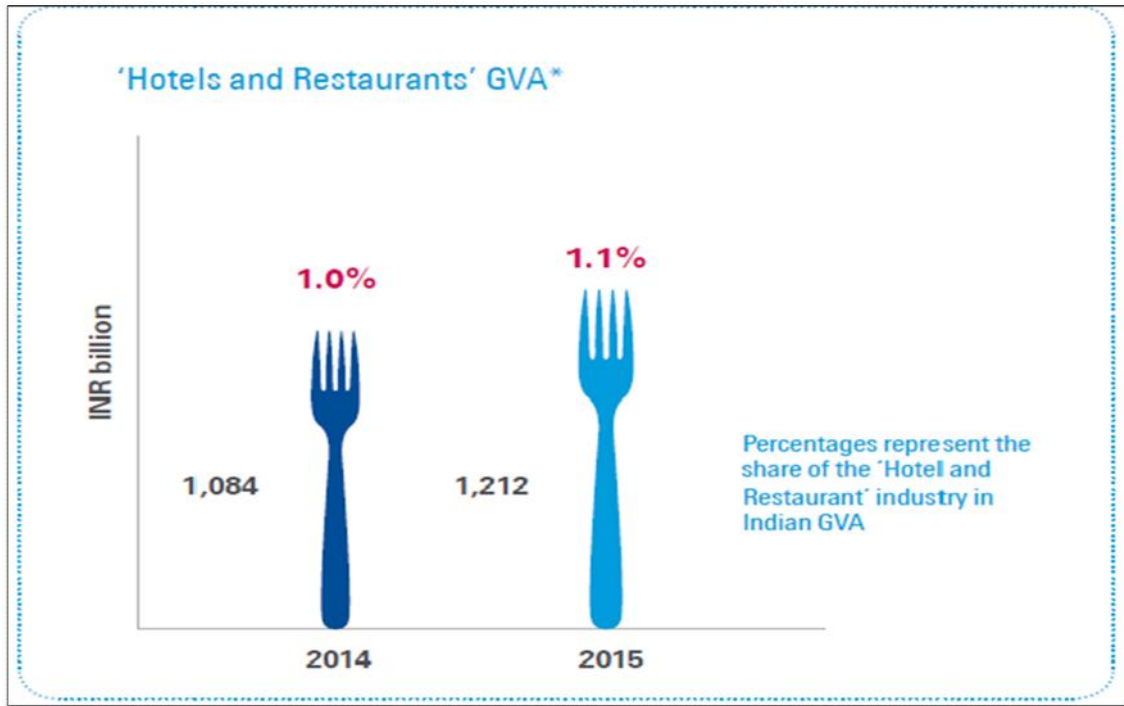
4 . **(Sharma, 2016)**. India has an old hospitality tradition as India is a very diverse country with different kaleidoscope of landscapes, hill stations, various cultures, and festivals; this has resulted in increased demand for travel and this brings the government of India to take steps for betterment and to strengthen the hotel industry. The Indian hospitality industry is one of the fastest-growing and essential sector revenues wise as well as employment wise

5. **(India food service Industry : Growth recipe, 2016)**.The 2016 Indian food service industry growth recipe report states that the food and beverage industry is expanding and there will be need to double workforce by 2020 .The skills of the workforce have to get quality improvisation which is not addressed yet by the industry . From kitchen to service, the industry lacks skilled employees, and the skill gap could increase in the future due to developing a taste for global cuisines rising and culinary demand and high cost of skilled staff because of significant attrition rate.The Skill India initiative by the government has been actively involved in making policies for betterment of the present condition; there is a need for businesses to refer to various standards to an individual and to prepare them for different functions.

The report also mentions how the various training programs can concentrate on improving skills, specially communication skills of employees, which is considered biggest challenge and industry to address the same.

The Indian food and beverage services industry is one of the most vibrant industries to witness rapid and unprecedented growth over the recent past. The report throws light on how the industry contributes to the nation's economy. As per report the GVA (gross value added) by hotels and restaurants has witnessed an annual increase in both absolute and relative terms it grew from INR 1,084.2 billion in FY14 to INR 1, 2117.7 billion in FY 15, growing its contribution in country's overall GVA from 1.1 percent in FY15. According to national restaurant association of India (NRAI) the restaurant industry is expected to contribute about 2.1 percent to total GDP of India by 2021.

### 2.1.1 Indian food service industry : Growth receipt,2016



6. (Dr. Yashwant Singh Rawal, 2017) Indian hospitality sector mainly constitutes hotels. Today in the entire world, the hotel industry is recognized as a vast industry, it is a known prime field, which brings quite a great deal of profit and what is satisfying the guests is the food and beverage service department. With advances in quality, the food and beverage service operations are in continual developing process. Since most of the tourists do around 25% of their expenditure on various food and beverages, it is essential that they are provided with not only good food and drinks but also get good service. The article mentions the recent scenario wherein, the food presentation and food and beverage service matters to the people and not just the taste of the food. It is observed that the quality and standards maintained by the food and beverage service staff is observed by the guest. One of the prime factors of an organization's success is the quality of food and beverage service as it helps to attract customers to tourist destinations in the current environment because it shows a positive image of particular place and its localities.

In the past five years, F&B has evolved in terms of innovations, exciting new concepts and food, and beverage offerings. There has been an increase in investment interest in the

sector, as some significant investment agreements have been signed recently; therefore, questions arise that what are currently increasing trends in F&B Services?

Present-day customers are well educated and exposed to innovative things that attract them. In the current environment, customers pay as far as they are getting value for money in terms of F&B service and not only in terms of good food .

7. (**Zaware, 2017**). As per this research paper, some of the business drivers in the service sector, such as Information technology, call centers, and retailing have improved economic conditions, international media coverage, foreign travel, urbanization, levels of education, new job opportunities creation and they influence lifestyle. Two decades ago, introduction of reforms in the economy had seen the middle class swell. Due to growing disposable incomes, there are changes in the consumption pattern in India. The beverage industry in India, in particular, is a big market for international drink producers. The food industry in India holds immense profits with the growth in population and urbanization. The paper also mentions that good service of food and beverages makes a guest feel welcome and taken care. There are many trends in the food and beverage industry and these trends affect business success.

### **2.1.2 Food and beverage service scenario in Pune**

8. (**Dani, 2014**). It has been observed in Pune that enough attention needs to be paid regarding service quality and customer satisfaction for growth and competitiveness in any food and beverage service sector The research aimed to apply the American customer satisfaction index (ACSI) model in the context of service quality in the Food and Beverage (F&B) industry in order to describe how customers perceive service quality and whether they are satisfied with services offered by coffee bars and coffeeshop outlets. Some of the problem areas which are mentioned in the research are, parking availability near F&B outlets is a significant reason for dissatisfaction of customers. The ambience is a problem even if there is timely delivery of food and beverages in the industry. It also mentioned the primary factor of customer satisfaction, which is food variety and right service and food quality. Customers are easily attracted to a variety of foods that meet their expectations. In this Pune study researcher suggests that Youngsters prefer cafes

nowadays for spending quality time. So Space to spend time in Café should be adequate so that more products could be sold in the time customers spend time at the outlet.

9. **(Puneet H. Thakkar, 2014)**. Pune is facing growing competition in the Hotels industry. This study states that a satisfied and regular customer will, in turn, bring in more customers not only in terms of brand loyalty and goodwill but also this will help save the cost involved in bringing new customers. Hotels measure performance through guest satisfaction. The hotel managers always have faced problems in the endeavor to look for newer means to satisfy the guests which is a vital attribute of the staff that contributes to enhancing guest experience.

Hence, for any business, the most critical factor which is considered is the quality of service, which is a demand of the customer. It is safe to assume that the right practices are followed in the organization in terms of training and recruitment because the overall staff is close to follow the rules. This Pune study shows that in-room dining in Pune Hotels has excellent ratings.

### **2.1.3. Challenges faced by food and beverage employees in India.**

10. **(Kashyap, 2014)** The researcher writes that Surviving in Hotel industry is becoming more stringent every year due to rising competition since the industry is continuously growing at a rate of 5-7% per annum . In India, it has been reported that occupancy level across the country is getting lower, and discount percentages are getting higher. The point of sales of any hotel mainly comes from number of guests staying in the hotel, the food and beverage service outlets, spa and salon, gym, swimming pool, irrespective of how magnificent the hotel building. Also a big challenge for all the hotels to retain their staff. Through new trends in architecture, design, and technology and environmentally friendly and safe hotel designs, companies have created hotels that include all or some of those components in a built building while keeping in mind that it is an investment for the future. Every single day passing by, there is competition among the hotels for their survival, and it is becoming more stringent. The hotel face challenges in their daily activities , by way of customer satisfaction, staff retention and loyalty, are linked directly or indirectly to the generation of sales. The general economic downturn has affected the hotel industry.

The guest is first, is the primary lesson to be learned when in the hotel industry. However, putting employees first is probably the best way to keep getting highly satisfied customers. Unfortunately the Indian hotel industry suffers from high rate of attrition. In India, there is retention in the rate of employees due to long working hours and low pay.

There is definitely no gain for the employer in India from its higher rate of attrition, as it leads to an increase in costs in terms of recruitment costs, training costs and loss of productivity, a loss of information from the business which the employee takes away (such as the company's knowledge and its customers).

Many hoteliers use the practical approach to train control, retrain and maintain attrition. Internal learning allows staff to keep abreast of current developments and trends that support not only the hotel but also the staff. Through preparing and ensuring that workers are fully met with requirements, staff can be retained.

**11. (Sintayehu Aynalem, 2016).** As described by the author, generally challenges seen in the hospitality industry are poor pay and conditions of employment, sexual harassment, disparity in care, low educational standards and training, anti-democratic and hierarchical corporate culture, seasonal conditions, and political instability.

There is issue of availability of qualified and trained staff. However, as stated there is unstable employment, low job status, long antisocial working hours and low pay.

Other issues include incorrect management / organizational Standard operating procedures and management approaches, for example, unplanned hiring, low due regard for retention of workers, foreign staff, treating employees as costs instead of resources, hierarchical leadership contrary to democracy, and inadequate training. Qualified workers can ensure improved competition and creativity, boost employment prospects, and ease the adjustment process in growing markets.

12. **(Prasanna Kansakar, 2019)**. Around 90% of modern-day technophile travelers base their decisions on online reviews when purchasing hotel services, which is a new world challenge for employees. The consequences of a single negative review could be potential loss of a large number of customers. Monitoring online portals for negative reviews and ratings about food and beverage service is necessary for management, and they must take action to control its effects. The hotel industry currently should concern for standardization. There is a need to track guest preferences, their locations; so that they can provide the guests with highly personalized services. Hotels must ensure that guest data is used and stored correctly to protect guests from physical, economic, and societal threats. POS (Point-of-sales) system and guest-facing systems are prone systems to security attacks in the hotel. Interactions with guests should be secured and must be private by the employment of robust security measures thus preventing leaks of data and theft, should be ensured by these systems.

Quick acknowledgment of guest requests and delivery of these services should be ensured by Hotels, which is challenging job for food and beverage employees. Digitalization can be used as a mediator for interaction between Hotels and the guests. Miscommunication and confusion when interpreting guest's requests could be a drawback of these systems. These systems can also readily fulfill guests' requests faster than any dedicated hotel staff/personnel.

#### **2.1.4. Challenges faced by food and beverage service employees in other countries.**

13. **(Barrows, 2000)**.The author writes F&B training in the hospitality industry has received relatively little attention, and training plays a critical role in raising the quality of services offered, particularly in hotel the quality of service has continued as the most essential characteristic differentiating it from the other competitors.

Harris and cannon (1994) have suggested that the hospitality industry continued reliance upon traditional training methods only serves to waste time. The need for improved training is even gaining the attention and support of several industry leaders.

As a result, innovative training initiative is now underway. The author proposed the use of skills matrix to establish needs in an organization.

14. **(Salleh, 2010)**. The main point in this study is increasing usage of market segmentation by not only hotels but Food & Beverage outlets which target niche travelers, for example, Food & Beverage outlets diversify menus based on region from where they operate. Unhappy employees in food and beverage service department are not motivated to give excellent service. Hence many, successful hotels regard their workers as their greatest assets. As in the study Malaysia suffered from acute shortage of skilled employees. The study has shown that not many Malaysian are willing to work in service industry especially in hotels. This is agreed by all of the respondents supporting that employee is essential in delivering excellent service, thus having employee with right motivation is crucial to give best service. The hotel industry is not only suffering from shortage of labor, but they also suffer from low motivation of the hotel employee. However, hotels have to improve their training program, orientation program and improve remuneration to their employees as these steps can increase retention rate of hotel employees. Also the hotels are not paying attention to the emotional and information needs of the newly employed staff. He also suggested that hotels should emphasize on ongoing training and education, employee empowerment, open communication with management, and appreciation for accomplishment.

Hoteliers have to face challenges in the future like government requirements, competition among hoteliers, and professionalism to survive in the competition and retain profit in operating hotel business in Malaysia.

Workers are not happy and demotivated to provide excellent service since they are not well treated neither acknowledged. Therefore, hotels that run successfully acknowledge their employees and it is their greatest asset. Studies have shown that very few people are willing to work in the food and beverage service department especially in hotels. In study, all respondents have agreed that employees are a significant asset to deliver prompt and excellent service since they are kept motivated. The new generation hospitality students who have an unrealistic image of working life expect a happy and a different environment to work in the industry. Hence, the industry and the government need to educate students about careers and working conditions in the industry.

The hotel industry suffers from issues like understaffing and low motivation of hotel employees.

The Malaysian government has to stay alert since there is fierce competition at national level region of Southeast Asia, hence, they need to provide solutions for the challenges that hotels face by giving more attractive tax incentive to improve outdated hotel facilities, universities and colleges should create awareness on working conditions in the hotel industry for fresher's so as to improve supply of highly skilled staff and labor shortage. Government need to look back at the minimum room charges and raise it at the acceptance level at par with the international rate.

15. **(Melia, 2011)**. The hospitality industry in Ireland is an important part of tourism and involves hotels, restaurants, bars, clubs, inns, and self-catering. In the Irish hospitality sector, the most significant component is the hotels. A large portion of the sector also includes hotels, food, and beverage operations. As a result of several factors, these companies work in a very competitive environment. Numerous developments are taking place in the food and beverage industry and these changes impact the progress or decrease that is difficult for the workers.

16. **(Wang, 2011)**. One of the challenges facing all hotels in China is how to get employees who are eligible to help fast development. China is rapidly integrating with the international tourism and hospitality industries, as most of the world's leading multinational hotel companies have launched their properties in the Country. Hotels in China are currently increasingly competing to capture and develop talent, both native hotels, and hotels owned by foreign hotel chains. To make them competitive, it is crucial to have an assessment tool that contrasts their own experience in training and development (T&D) with their competitors ' practice. However, the continued rapid growth of the Chinese hospitality industry is challenged by the shortage of both qualified labor and research effort in the field of human resource management, which may make it difficult for hospitality firms to maintain levels of service and standards to compete in the ever-expanding global market. Very little is known in terms of research in the hospitality field so far to investigate employee T&D issues from an HRD perspective .

17. **(Barlan-Espino, 2017)** The study shows that now Food outlets and employees have to face various challenges such as uncertain economic status, rivals, and demographic changes in the market sector and employees' habits. As there is intense competition in



food and beverage industry, food outlets must provide effective and efficient service to customers. Efficient service will achieve positive customer response and satisfaction.

To deliver an efficient service the workforce has to be well skilled to carry out all activities. A skilled workforce is essential to carry out several development activities. A well-experienced worker equipped with qualifications and high educational background accepts responsibilities at all times. According to Paper, well trained and fully skilled employees guarantee the efficiency, high quality of service in the development of a business.

18. **(Ounane Boumediene, 2018)**. The food and beverage industry all together faces more levels of customs regulations. Jobs and product safety are globally top CSR priorities for the food and beverage department. Food is susceptible issue, and customers have a strong viewpoint about food what they eat, so it is a challenge for food and beverage industry and the employees.

#### **2.1.5. The expectation of customers from food and beverage service employees.**

19. **(Firdaus Abdullah, 2011)** Studies show that the most important and least important attributes determining whether a customer will come back to a food & beverage service outlet are the quality of food service followed by place and ambience respectively. Contradicting to this, in research it is given that Price is the first influence with regards to food & beverage outlet choices.

Place and ambience also matter to attract guests and not only good food and excellent service. Moreover some research shows that customers are attracted to places with a pleasant ambience and atmosphere to dining. The most important and least important attributes are décor and concept of the place and food respectively, as stated.

Past work has shown descriptive names improved sales and improved expectations related to the food and the foodservice , a positive relationship between brand and foodservice establishment performance. According to studies, there is an inconsistency and a need to study attributes such as importance of foodservice, which are the principal quality of service, price, tangibles, and branding in order to rank the importance of these attributes. Customer's choice is influenced by the quality of service offered, which is

mainly based on the standards of employee's hygiene practices, prompt delivery, knowledge of the menu and cleanliness of food preparation, commitment to quality of service, and being friendly.

20. **(Suman Mazumder A. B., 2014)**. It is found out that customers develop their service-related expectations from past service experiences, also sometimes word of mouth publicity and advertisement. Generally, consumers equate expected service with anticipated service, where customers are dissatisfied if the prior service falls short of the latter. The author defines service as "any intangible act or output provided by a party to another which leads to nothing" Good quality is one of the essential things that customers want in the deal, the service they provide. Value can also be characterized as the entire feature of a product or service that can meet specified or implicated requirements. The value of an offer is also linked to quality, which can evidence the user's satisfaction or discontent. Performance measurements have functional significance only when they can show that service was or was not satisfactory. For service providers, real quality of service is assessed during service delivery. A great deal of current service quality research is based on the theory of perception and default that consumers view the quality of service as the difference between when actual service performance meets expectations and negatives when the other is the case. The biggest disparity between visitors ' expectations and perceptions related to' environmental services," employee skills and results,' and' cost and quality.' Four variables (i.e. receipt, housekeeping, food, and drinks and price) have been established as important in determining the satisfaction of customers.

21. **(Erkan Saglik, 2014)** Food and beverage businesses should give importance to the quality in order to survive within the competitive market scenario. The argument is based on the fact that companies can increase the satisfaction of their customers through good practices which can make them different than others; the motivation towards high-quality is a reflection of the idea that improvements can be made in this way.

22. **(Luka Perman, 2014)**. The research conducted on 500 respondents who have stayed in hotels on the Croatian coast in the season of 2013 has shown that more than 50 % of satisfaction with services amounts to food and beverage services, which is essential, especially if it is kept in mind that most of the guests in hotels consume meals on a half board basis Followed by overnight stays with included breakfast.

23. **(Suksutdhi, 2016)**. Today's customers expect service staff to be highly skilled, and standards should be maintained by the staff when it comes to service in boutique hotels. The highest expectation was staff, followed by the place, equipment and service. The customers expect the staff to deliver excellent service and warmly be welcomed by the staff and experience the hotel's promises. Currently service operations are in the main focus because customers have more choices. Therefore they pick hotels of their satisfaction to meet their needs. As said, the service staff was more important than the others since these features can be modified to suit each customer's needs. Most guests expect cleanliness and hygiene of a place with well-equipped furniture and comfort.

The guest expects cleanliness and conditions excellent and safe for use in terms of equipment. According to the study between boutique hotels and business hotels, it is found that the customers expect safety in a hotel as a priority on their expectation list. The guest expects the service to be professional and according to standards and service professionals must offer assistance. As for the hypothesis , guests in boutique hotel with different gender, who had different age, education, education, occupation, income per month has different expectations in using hotel service in each department.

24. **(Adelaide Grace Mensah-Kufuor, 2017)**. The need to satisfy the customer means how to perceive the customer's service. In relation to consumer perception, customer satisfaction may depend on the quality of the product. It is important, therefore, to understand how customer perceptions are shaped to recognize service satisfaction factors in the hotel industry. Different perspectives on the knowledge base of a product or a service from different clients with different expectations. This can mean that a customer can predict the product quality or what the performance is expected to be. When the quality meets or exceeds the expectations of consumers, the customers are happy. The results show that ' Quality Services ' ranks amongst the other dimensions of services that

hotel customers expect. This means that the hotel customer has to be equally supported by the industry's standard of service.

The F&B department is extensive and includes, depending on the hotel policy, room and restaurant facilities, catering, banquets, and other services. In comparison, today's hoteliers use their food and beverage as a way to work not only for productivity but also for visibility, as well as to encourage regular follow-up dependent on the services of the Frontline Staff (FLS), to allow a more proactive approach than before. The Hotelier uses food and beverage only in order to meet their guest's demands. Whether the service industry succeeds or fails depends on customer satisfaction. Tangible as well as intangible aspects are particularly relevant to the guest's expectations. The assumption is typically a forecast of how the guests will receive food and drink in the guest rooms or suites during their transaction exchange. Their ability to anticipate guests' needs is crucial.

All the food and beverage staff working in the restaurant, bars, lounges, and coffee shops are an essential part of the sales too. The way they communicate with visitors makes a considerable contribution to the establishment's performance. This quality is part of the overall definition of the food and drinks supply in question.

Staff training plays a critical role in the management and development of human resources; it is the best way to motivate workers and improve hotel productivity. With technology development, employees have to be better skilled and qualified even if you are a good employee today, you may someday be out of touch if you do not have continuous training. Hotel management needs to organize staff training if the management wants to be competitive among others. Learning work activities, including working standards, technical know-how and expertise, is one of the key aspects of staff learning; by supplying workers with such basics, training helps personal skills to fulfill business requirements. Education could be very rigorous and should be profound; the lack of training and poor training causes high turnover of workers and the provision of ineffective products and services.

Training provides employees with the knowledge and skills required to operate within the systems and standards set by the management of an organization. It will increase productivity while staff is supported by professional expertise, experienced skills and

valid thoughts that lead to hotel survival and developments. The customers are complex and unique, and each customer has its own expectations for the hotels. How a hotel meets the needs of its clients dictates whether or not they are pleased. The demand for high-quality service from customers is growing Hotel companies. To remain competitive, the hotel needs to analyze customers' expectation and perception towards the service quality of its FLS and thereby lookout for as staff competency like having a hospitality background, working experience, ability to work under specific condition with minimum supervision, and a good customer relationship of an approved wanting before employing them and that will bring to light a true definition of what a hotel industry is.

25. **(Barlan-Espino, 2017)** To provide efficient service to guests, there is need or requirement of training. Customers expect excellent service; therefore, companies must offer exceptional service to the guests. Customers expect the food & beverage service staff to be highly skilled, right from taking the order to delivering promptly and addressing guest issues if any — this way, customer satisfaction can be achieved if the staff is well trained. The work of the employees has a direct effect on customer satisfaction, and it can be negative or positive. The staff should be good at upselling. Management should ensure that employees are following hygiene standards by providing clean uniforms to the employees.

Techno-savvy restaurants using the latest technology play a crucial role in its economic growth and improves productivity. The output of work is affected by intense supervision and creates positive organizational environment. It captivates and withholds talented employees

A highly qualified and well-experienced professional accepts responsibilities at all times. According to researchers, well trained and fully skilled employees guarantee the efficiency, high quality of service in the development of a business.

A lacking Quality workforce is an issue, and it must be faced by creating standards in terms of training and education.

### **2.1.6. How food and beverage service of 5star is different from other hotels and restaurants.**

26. **(Hotels and Restaurants A Mindset for maximising Profitability, 2016)** The department of food and beverage service of 5 Star category Hotels is different as it depends on the in house guests mostly unlike standalone restaurants which cater to any visitor. This is a limitation for generating revenue. The department in 5-star category hotels needs to have the right strategies in order to maximize revenue. It is essential for hotel operators to be able to adapt their approach towards Food & Beverage to the continually changing market conditions.

27. **(Ms. Rajeshree S Pol, 2019)** The study shows that there is good number of customers who have their preferences towards five star hotels due reasons like - Comfort and luxury, Hygienic services, Personalized service, value for money, Latest trends, Skilled staff, Grooming of staff, Staff courteous, Selection of Food and beverage on offer, Timely service . Hence making many customers visit these five star hotels on regular basis. The customers do visit to such star hotels atleast once a year. Customers do feel that there are many areas where five star services are better than other star category hotels.

### **2.1.7. Importance of Food and beverage service in hotels**

28. **(Mohinder Chand B. , 2010)** The hygiene factors in the hospitality industry are tangibles like the building and the food equipment's, but factors like the quality and standard of delivery of services are motivating factors which bring in clients as potential customers. Hence, the food & beverage service department holds an essential place in the hotel. Service is a kind of department that can convert potential clients into prospective guests.

29.**(Mohinder C. Dhiman, 2013).**The modern-day hotel industry is not only working on providing accommodation and food and beverage but also offering excellent service and every possible facility to the guest for their convenience. Essential activities of a hotel include Reception, Restaurant, Bar, Banquet hall, Travel facilities, shopping arcades , Recreation, Sightseeing, Swimming pool, Lounge facilities, valet and laundry services, Tennis court, various games like Golf and Squash, Health club, Business center, etc. A

significant part of the hospitality industry has been the beverage service today. Beverage services are provided in the hotel outlets such as bars, room service, coffee shops, lounges, etc. which may serve alcoholic as well as nonalcoholic beverages. Shop, lounges, banquets, and restaurants, etc. which serves alcoholic as well as non-alcoholic beverages. Beverage operation is a high revenue-generating outlet in a hotel that's why national and international .The food and beverage department of hotel companies is working hard to ensure that their bar staff or bartenders maintain professional and responsible behavior. Also as mentioned in the paper that one of the most revenue-generating areas in the industry is the bars. Bar outlets are found in hotels, resorts, clubs, casinos, and many such establishments, and they can also be operated as independent units.

Growth and development of commerce and trade are closely associated with the hotel industry. After the industrialization, the hotel industry is emerging as a robust industry. Thus, the Food and beverage service operation has also been rapidly changed over the years to cope with the demands of tourists since hotel industry is people-intensive.

The hotel industry thus is purely based on the excellence of service provided for survival in the market. And now, the bar has become an essential aspect in terms of generating revenue in large/chain hotels .

30. **(Slobodan Ivanovic, 2015)**. The Department of Food and beverage can be measured using creative means in the preparation of food and beverage, the esthetic experience of a meal, but also complete experience after the use of service. It can be said that the most substantial part is in the food and drink market, just when it comes to satisfaction research in hotels, as scientists have reported.

Many statements are made concerning the apparent involvement of the service department in getting more than 50 % of guest satisfaction. Stand-alone restaurants offer additional services to tourists as independent hospitality providers but only provide food and drinks that become the sole satisfaction item in a particular destination and do not offer additional elements of a paired nature such as hotel accommodation or allied services that may reduce the number of visitors.

### **2.1.8. Contribution of food and beverage service in terms of revenue to 5-star hotels**

31. **(Patiar, 2012)**. The research centered on the Department of Food and Beverage and the Room Division. This is reinforced by other writers who suggest that in hotels and resorts are the main contributors to hotel revenue and the primary source of work, is namely food and drinking facilities and room departments.

32. **(Sharma, 2016)** The author writes that there has been a continuous change in the revenue composition over the past few years. The contribution of Food and Beverage service department (F&B) revenue, is measured as from 41.2% - 41.9% in 2012-13 to 2013-14 and more contribution from Banquets and Conferences. Other additional revenue for hotels includes laundry, gift shop, business center, health club, and rentals are seen as 6.6% in 2012-13 to 6.9% in 2013-14. Also in paper it is mention that High energy costs are a major concern especially in cities such as Chennai and Pune where they are a major factor in declining profitability of hotels.

33. **(Vitor Roslindo Kuhn, 2018)**. The food and beverage service plays a crucial role in terms of the revenue stream of the hospitality industry and creates job openings and developing the location. Any organization will flourish in terms of profitability if it maintains a level of excellence and prompt delivery services. The management of food and drink is influential and responsible for outlining priorities and plans, communicating with staff and customers, and where inter-personal relations are relevant.

A necessary strategy of an organization should be providing excellent services for the success and survival of the organization. Quality factors generate tourist satisfaction, thus influencing loyalty intention. If the guest is satisfied, he/she will likely recommend and return due to the quality of service provided .



### **2.1.9. Challenges faced by food and beverage service employees in a 5-star hotel.**

34. **(Kemal Birdir, 2014)**. The "lack of funds for the training and education of personnel" problem was again amongst the big ranked problems by the staff in hotels, especially by food production. An adverse knock-on effect was resulting in the management's ability to allocate sufficient funds for the training of personnel. Given that Food & Beverage generates a large share of hotel revenue, with highly qualified kitchen staff, the need for staff training, and the allocation of sufficient resources to refresh training in particular strategic times of the year are essential steps to find a solution to the specific problem.

35. **(hamsanandini, 2018)**. The research results show that the behavior and encouragement of workers to provide better service in the hotel industry should be significantly improved. Unfortunately, only a few institutions currently run the hotel/hospitality training and development programs. The quality of trained professionals, especially the proficiency in multilingual skills and customer service-oriented modules does not appear to receive much attention in the current training programs in Sri Lanka. The hotel industry has faced issues with limited human resources (HR) and employees' lack of motivation to provide professional services .

### **2.1.10. Definition of operations in the hotel industry.**

36. **(Gomes, 2007)**. In the hotel industry the operations work is divided in two categories i.e. Front of the house work or Back of the house work. The front of the house work includes work or task done by staff who are in direct contact with the customers. Example Front office staff, Food and beverage service staff. The back of the house includes work done by staff who are not in direct contact with the customer .Example kitchen, Housekeeping attendants etc. The entire organization performance system is influenced by the performance of both categories of work. Hence attempts to improve the overall performance of the service system must systematically incorporate and integrate the service performance aspects related to service efficiency, quality, and availability of the two service stages. With this reason, the service operational system of a hospitality organization is no exception. Both the two work categories of hotel industry must be measured evaluated to ensure that the entire operations is effective. So the service efficiency, quality has to be given close attention.

### **2.1.11. Importance of operational training concerning 5-star hotels**

**37. (Michael Baker, 1995,)** The study of facilities opens up the possibility of yet another pressure being exerted on food and beverage knowledge, which is imparted in institutional level. It is believed that there are cost crunch problems in operation in respect of facilities. This cost pressure will exert an influence on educationalists to be innovative and creative in their teaching. Also given to understand that there is already a debate on the issue of basic and traditional knowledge, the cost pressure in education may well contribute positively to the future development of this area of knowledge. Because the hired employees lack food and beverage knowledge as provided by their base education institutes it becomes crucial to provide hired employees with continuous upgrading operational trainings.

**38. (Teare, 1996)** For an industry to function smoothly, the managers and the other working staff are expected to have core skills and knowledge while the industry and education analyze their requirements for learning and development. The career paths of general hotel managers (GMs) in American mid-range, upscale, and luxury hotels and found that the two central operational departments, food and beverage (F&B) and rooms, account for three-quarters of the GM career paths, with F & B representing 45 percent. Such a focus is a reflection of the traditional impact of gaining experience practically in managing operations, and other studies such as the one conducted by researchers have sought to identify an industry professional's view of the competencies needed for entry-level hotel management.

An approach of robust systems is needed since it is evident to an industry that is open to new ideas, provides a conceptual framework for reconciling traditional thinking about managing hospitality operations with a multi-level view of operating systems, process, and output analysis.

Food and beverage services, accommodation, and a safe and secured environment are the prerequisites for attracting foreign visitors.

There is a proof that suggests that hotel organizations are closed by traditionally followed operations and employment methods and policies as compared to other service industries.

Opening up to new ideas needs to be considered in the case of skilled and unskilled staff in the industry to maximize it. The concept of lifelong learning and the mechanisms for supporting this in hotel organizations are yet to be firmly established.

39. **(Mohinder C. Dhiman\*, 2013)**. There has been expansion and developments in the hotel industry along with commerce and trade it, has been stated that hotel industry is emerging as an influential industry after industrialization. The hotel industry is people-intensive industry. Thus the service quality and service responsiveness of staff have become imperative for overall success and survival of this industry in today's hospitality market place. To add to this, bar operations are emerging as a focal point for revenue generation in most of the star hotels. In recent years, hotel management has directed its strategies towards adoption of "best fit bar service operation practices" but, due to various constraints/obstacles these strategies have not been yielded desired results. Moreover, the issues and practices need purification, or more empirical researches are needed to be conducted in this emerging area of hospitality management .

40. **(Khanfar, 2014)**. According to the analysis in Jordon, variables (strategies and techniques used in training programs, duration of courses, choice of instructors, training plans) and parameter increase employee productivity in the five-star hotels are interrelated. The study also suggests that it is necessary to work on training plans and strategies to suit the aims of training courses. Also, trained coaches are required to ensure that the desired goals are achieved by the participants. First, to develop modern training approaches with training-related goals. Search for qualified teachers. The research also showed that the variables (techniques and approaches used in training programs, course sizes, instructor selectivity, and training plans) were firmly related to variable levels of efficiency in 5-star hotels in Jordan. The study, therefore, recommended the need to focus on training plans and approaches that are proportionate to the goals of the training courses furthermore, the need for trained instructors to provide their students with the required goals for the courses. Thirdly, to develop modern training methods that are compatible with the specific goals of training activities. Find qualified trainers at last. In an organization, the investment of employees is training as it is useful for implementation through developments coming from technological inventions, competition in markets,

structure of organizations and demographic changes. Preparing skills for employees which lead to raising the productivity of the employees with the current employer is termed as Special training .

41. **(Ismail Buro Hassan)** The studies show that training has a positive effect on the performance of hotels, and they show a sign that training plays a crucial role in the assimilation of new competencies applied to refine productivity and customer satisfaction. Training also enhances maximization of human potentials

#### **2.1.12. How operational training affects food and beverage service in 5-star hotels**

42. **(Teare, 1996)** The author writes that the staff of departments will show more committed and ensure services to the customer which will satisfy them if they are empowered and have better understanding of customer service quality. It is said in the paper that training and development is needed for better employee performance. Also its evaluation should be done.

43. **(Mohinder Chand, 2010)**. The Hotel industry faces the challenge of having highly skilled employees in-room service department from the tone of voice of the order taker, and the way orders are taken in a very courteous manner, which is a panache of the service staff. The researchers state that training plays a vital role in differentiating between ordinary and excellent service in the industry.

Indian hotels practice services keeping in mind the following things: 'prompt and excellent service to keep the guest, 'presentation of food and service creates an impact on the mind of the guests' 'quality being more important than quantity', 'training of employees should be carried out for serving complicated dishes' and 'suggestive selling and suggesting a complimentary dish if the guest is dissatisfied with the service offered'

### **2.1.13. Different types of operational training in food and beverage service department of the 5-star hotel**

44. (Bojan Krsti , 2015) A full and observable collection of dynamically organized operations, which use one or more inputs and generate outputs and create value for hotel guests, are called operating processes.

Operating and supporting business processes have several essential characteristics. These types of processes have a set of related and interdependent activities that transform inputs into outputs, have a starting and an ending point, with boundaries that can be defined with reasonable precision and minimal overlap. For an organization these processes have customers who can be internal or external.

Production and service activities are a part of the complete operating processes of a hotel. Production activities are rendering of services having characteristics like various foods and beverages that are specially prepared, bread, desserts, etc. is the purpose of production activities. Providing guests with accommodation, food and beverage services, sale of goods, entertainment, various handicraft-and-services, laundry, washing, ironing, etc. is the purpose of service activities. The most critical operating processes break into its various activities .

### **2.1.14. The relevance of food and beverage operational training concerning changing needs and wants of 5-star customers.**

45. (Biswas, 2012) Relevant training is required for the hospitality industry in India. In house training programme observed in some of the reputed hotel chains in India have developed own in house training department, It is as per the requirement of each hotel which are unique that training is not available outside, these in house training departments predominantly engage in operational training, new process education training etc.

46. (Tsietzi Mmutle, 2017).The level of employee training needs to be regularly monitored, and employees' efforts in serving customers being evaluated by the management is another strong indication of requirements. Employees need to be trained to achieve desirable performances .

### **2.1.15. What is effectiveness?**

47. **(Potocan, 2006)**. Various definitions of operations' efficiency and effectiveness are known within the organization and management sciences. They are defined as:

In general, efficiency may be defined as the quantity of resources used per result unit; effectiveness presents the level at which the organization achieves its goals efficiency presents the level of different goals achievement within the limited available resources; effectiveness presents the level of the organization's ability to attain future goals – it thus includes efficiency and capability of adjustment to future circumstances. Efficiency is used to define (and measure) investments (or invested efforts) for the achievement of organization's aims and goals; effectiveness is used to evaluate consequences caused by the system in the environment (i.e. evaluation of social aims and goals of the organization) .

The concept of effectiveness attempts to study operations holistically (i.e. in a broader sense), namely based on the definition and understanding of organization's goals and strategies as well as adequate organization of its operations. Effectiveness is seen as the level of goal achievement within the selected area of investigation

48. **(Aksu, 2011)**. In recent years there is immense competition among Hotels, and improving the employee knowledge level and skills is vital. Continuous changing trends, changing equipment's and methods, compel Hotels to develop different training programs for their employees. In order to gain the best output and effectiveness from various trainings four important factors:

1. Management support and involvement
2. Availability of instructors.
3. Cooperation of HR and Training cell
4. Demand for training and acceptance of employees to do training.

Generally, training should affect employees in positive manner and for organization continuous success in future the training should be evaluated and results to be measured. As per normal measurement method knowing knowledge / skills levels of individual before, during and after training are essentials .Scores for customer satisfaction, internal process of establishment, creativity, innovation, and development activities with financial

measures. Operational measures are the indicators of future financial performance of establishments.

#### **Levels Measured Attribute**

**1. Reaction** Satisfaction levels of participants from the training program

**2. Learning** New knowledge / skills that participants learned from the training program

**3. Behavior** The changes in behaviors of participants because of training program

**4. Results** The effects of behavioral changes of participants to Establishment

Initial three levels measure effects of Human resource functions. The fourth level measures the effects directly to organization .

49. **(On efficiency and effectiveness:some definitions, 2013)** Generally, effectiveness is the extent to which the specified objectives are fulfilled. The organization policy achieves what it expected to achieve.

50. **(Devi & Shaik, 2013)**. The training which is provided to employees should be evaluated .The effectiveness is seen of training if the knowledge is transferred effectively to the performance environment. The author writes that there is positive correlation in all dimensions i.e. – training design, training needs, trainer performance, trainee performance and training effectiveness. Training need is positively correlated with training effectiveness . Only conducting a training session is not sufficient but the organization must evaluate whether training is effective and whether it is producing better results. Hence the author concludes that Proper evaluation is the base to effective training.

#### **2.1.16. Importance of effectiveness in hotel industry.**

51. **(Carlos F. Gomes, 2007)**. Now a days due to market competition and customer demanding nature the organizations are forced to track, monitor and improve operational performance. In this context, key performance facets focusing on improving the service encounter and the customer-orientation through paying close attention to service efficiency, quality, and availability are becoming critical components of organizational performance. Improvement in the aim of these key service performance dimensions are critical towards enhancing the service value offered to customers. Thus, the systematic measurement, tracking, monitoring and continuous improvement of service efficiency,

quality, and availability is the first step in the road toward enhancing the customers orientation and service value

**52. (Manoj, 2013).** Today in spite of one's education, one has to be trained in many skills, including soft skills for being employable. After employment in any sector, your education becomes obsolete in a very short span. This is due to the impact of technology development. In a globalized environment, competition has become so severe that only organization which imbibes excellent management practices survives and prospers over a long range of time. Thus people working in organizations are critical resources for delivering management skills and practices of the new order. Latest knowledge and skills are imperative for the people in the organization to increase productivity, lower costs and enhance customer satisfaction. It is undoubtedly true, that knowledge and skill enhancement of the people is a basic necessity making them the organization to incorporate the advent of new technology as well as new practices. The need to learn for acquiring learning new knowledge and skills have become an ongoing aspect of each individual's working life. Some type of jobs will wither through technological change or through outsourcing in many organizations. Thus changes have become an everyday aspect. The responsibility for ensuring that working people are equipped to cope with these changes is the need of the hour especially for the employer and the employee. All these point to the fact that the changing trends, technology, systems and practices can be imbibed by the organization only through training. Training will help individuals to extend their competencies to reach the limits of their capabilities and realistic aspirations.

Companies are also forced to allot more budget and time for training their employees in order to be competitive. In the Indian context, training is still not considered as an integral part of the hospitality business. Professionals and the management still have apprehensions about training and its need. Negative consequences like trained staff leaving the organization, the cost component involved in training, continual updating due to rapid technological change, the time factor in training technology, on a priority manner, were always listed by hospitality management and professionals which has hindered the training function in this sector.



53. **(Cheng -hua, 2015)**. Competition in the hospitality industry has increased. It is not only to satisfy the customer. The key to customers' loyalty and commitment are exceptional service and quick and precise recovery approaches when the problems occur. Meeting these new standards requires manpower that is trained in all respects. Training has increased in importance in this turbulent environment where jobs are complex and change. At the same time when customer demands are increasing, the hospitality work force is changing. Recently there has been a rapid increase in the use of external labor arrangements such as workers from temporary help services and limited-duration direct hires in industry.

Given the large expenditures for training in many organizations, training is a critical factor in any organization's strategy because firms don't always evaluate the business impact of a training program. Evaluating the effectiveness of training programs help the organizations to determine where the training program is heading. It also could demonstrate a real and significant benefit the organizations from the training could be able to gain more resource to improve the performance .

#### **2.1.17. How to measure effectiveness in service based industry.**

54. **(Barros, 2005)**. This paper mentions the framework for evaluation of hotels .The analysis here in theresearch is based on a DEA model to find relative efficiency. Standards are given which are required to be improved by poor performance hotels. Many managerial insights are discussed in the paper. The study is based on Portugal efficient hotels and measures are mentioned for inefficient hotels.The operational activities are considered by management theory to be a vital component of any strategy to achieve improvements. Thus, this neglect of operational activities is an obvious limitation of an evaluation technique in which the final ranking of hotels is heavily dependent .

55. **(Dr. Sakun Boon-itt, 2012)**. Over the years the attention of practitioners and the academic literature on quality has significantly concentrated on measuring the quality in the manufacturing sector. In the context of the hotel industry, service quality in terms of both customers' expectation and customers' perception could lead to customer loyalty, enhanced image, reduced costs and increased business performance .For this reason, one of the most important factors affecting hotel business performance is the improvement of

service quality, which is important for creating financial benefit leading to a long-term competitive advantage for the hotel.

Many research studies earlier identified potential difficulties regarding the conceptual foundation and empirical measures of service quality. Since service quality is an elusive concept, there is still a debate on how best to conceptualize it and how service quality can be measured in different contexts? There is still a need to develop service quality measures that are country/industry-specific. In the context of the hotel industry, other attributes, such as imprecise standards, short distribution channels, reliability and consistency, face-to-face interaction, and fluctuating demand, have been identified for the task of defining and measuring service quality .As expectation of all customers are different there is no one best way to improve the service quality in hotels .

**56. (Suman Mazumder A. B., 2014)** Service quality in the management and marketing literature is the extent to which customers' perceptions of service meet and/or exceed their expectations. Thus service quality can intend to be the way in which customers are served in an organization which could be good or poor.

The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher listed in his study: “three components of service quality, called the 3 “Ps” of service quality”. Service quality was described as comprising of three elements:

- Physical facilities, processes and procedures;
- Personal behavior on the part of serving staff, and;
- Professional judgment on the part of serving staff but to get good quality service.

Quality measurements only have operational value if they are able to indicate the ways in which service was or was not satisfactory. For service providers, the assessment of service quality is made during the actual delivery of the service .Researcher stated that in order to manage service quality, it was important to manage the gaps between expectations and perceptions on the part of management, employers and customers.

### **2.1.18. How effectiveness and operational training are correlated.**

57. (Dr. V.Rama Devi, 2013).The researcher suggests that that there is a positive correlation between the training program and overall effectiveness .This indicates that effective determination of training needs, good training design, efficient trainer and trainee performance will increase the effectiveness of the training & development program .

58. (Falola, 2014) The author writes that training is important for organization life. At the same time it is necessary for the effective employee performance. The training which is provided to employees make them adjusting to various changing trends and circumstances. The author states that the training and development does effect employee performance and organization effectiveness. The relevant training will help during competition and retain the quality staff. The effectiveness of any training and learning program will eventually depend on the pattern of the job related knowledge, skills, capability, competencies.

### **2.1.19. Challenges faced by hotels in India.**

59. (Kashyap, 2014) With changing times, market competition between different hotels is growing steadily, and hotels are faced with modern challenges, which are directly or indirectly linked to the revenues generated by customer satisfaction, retention and loyalty in their daily operations.

In accordance with a study commissioned by the Ministry of Tourism, the current supply of skilled/trained staff has an appraised dysfunction of 8.92 percent. The analysis also highlights the increasingly widening divide between 2016 and 2017, taking into account both government and individual attrition rates, retirement, and supply. The high rate of loss of hiring costs, the cost of training and loss of productivity, a loss of company knowledge, which the employee carries with it, the suspension of customer support, and goodwill will certainly not benefit the employer. The train, retrain and retain is one of the effectively managed attrition techniques that most hoteliers mention.

Thus the concept of internal training facilities keeps the workers updated on new developments and trends that favor the hotel, as well as the staff. The hotel industry should be mindful of the need to retain its staff, and to incorporate focussed training and

development efforts with counseling and advice for employees. The overall development of employees is also to be encouraged and encouraged by providing the possibility to increase their knowledge through vocational programs and different training programs that provide opportunities for career development.

60. **(Milind A. Peshave, 2015)**. The hotel industry management is equipped with expertise in the technical area of various hotel operations. It is known that they are the masters in the field of hotel industry. They lack, however, the scientific and technical skills necessary for implementing a productivity management system at their hotel, because it is known that hotel managers have busy and active routines that discourage them from acquiring any training in productivity management.

The operations in the hotels are diverse. So every department is operationally different from one another. Also the type of work, skill sets required, workforce requirement is different for each department, so also their parameters for productivity check will be different; it is not right decision to have same parameters for operations productivity assessment.

The most appropriate parameter for measuring employee productivity in the hotel industry revolves around satisfied customers. So it becomes crucial to check the satisfaction level of customers.

This is a challenging task since every customer must feel satisfied, and measuring the level of customer satisfaction is a challenge, thereby creating difficulties in performance management.

61. **(Rajeshree S Pol, 2019)** The research is indicative that the food and beverage service staff of five star do face operations related challenges. Majorly the challenges are seen in skilled manpower crunch, growing customer expectation, lot of physical work on duty for F&B service staff. The study also suggests that proper operational training can help in overcoming these challenges.

### 2.1.20. Observed Problems in the Hotel Sector

**62. (Aishwarya Goyal, 2010).**The author writes in the paper about hotel sector problems as:

**1. Skilled employees Shortage: the most significant** challenge is plaguing the hotel industry, the unavailability of quality workforce in different skill levels. The hotel industry has failed to retain the right professionals.

**2. Retaining quality workforce:** Retention of the qualified workforce through training and development in the hotel industry is a problem, and attrition levels are becoming too high. One of the reasons for this is hotel is offering unattractive wage packages. Although the service sector is booming, many hotel managers enter other industries such as retail and aviation.

**3. Intense competition and image of India:** The rivalry and negative perceptions by the neighboring countries about Indian hotels and all tourism products restrict the tourism growth. The hospitality industry is also affected by India's preconceived picture as a nation engulfed by violence, political instability.

**5. Customer expectations:** As the country India is emerging as a destination on the global travel map, expectations of customers are also rising. The companies have to focus on customer loyalty and repeat purchases.

**6. Manual back-end:** Though most reputed chains have IT enabled systems for property management, reservations, etc., almost all the data which actually make the company work are filled in manual log books or are simply not tracked and challenging.

**7. Human resource development:** Some of the services required in the tourism and hotel industries are highly personalized, and no amount of automation can substitute for personal service providers. India is focusing more on white collar jobs than blue collar jobs. The shortage of blue collar employees will pose various threats to the industry

63. **(Dr. Arif H. Shaikh, 2016)** Availability of skilled manpower is a major challenge faced by the hotel, travel and tourism industry, which are considered the most significant employment generators in the country. The trained staff at every level-managerial, supervisory, professional or semi-qualified-are required to sustain growth in the hotel industry. More specifically, every level faces different challenges. At mid-and top management levels, the industry faces talent crunch and at the front-line staff level while human resources are adequately available, a boom has resulted in this degree of workforce shortages. Therefore, there is a lack of demand in terms of employees in the Indian travel, tourism, and hospitality industry. A survey by the Ministry of Tourism shows that existing human resources supplies do not meet 40% of demand. Therefore, the hotel industry sometimes has no choice but to resolve the gap. Such an influx of untrained labor would harm tourism's quality of services.

Attrition, lack of learning resources, professional trainers, and a lack of appropriate human resource growth strategies and policies are also influencing the industry and presenting challenges.

64. **(Miculan Bradley, 2017)** Staff Retention is a major issue. The organizations need to develop systematic programs to create attractive career paths for the employees and retaining employees. Because of this even recruitment will be eased as the potential candidate will find growth prospects in the organization. Cross-training and cross-utilization are not new concepts but should be revisited as ways to motivate and retain employees. Staff as trained are capable of performing more jobs, and can receive pay raises. These multi-talented staff are valuable to the organization as they can fill in where needed in peak times. The benefit to the employee is they have broadened their skill sets, can be more productive, and now have greater career opportunities.

## 2.2 KEY RESEARCH GAPS OF THE LITERATURE REVIEW

1. **Geographic Gap** – Study on Food and Beverage service operations training is not found in Pune Five star Hotels.
2. **Research Data** - On effectiveness of operational training provided to Food and Beverage service employees is not found .Hence is included in this thesis. Whether the trainings provided are rich in inputs? Needed to be studied.

## 2.3 TOTAL LITERATURE SUMMARY

<b>SR. NO.</b>	<b>LITERATURE SOURCE</b>	<b>TOTAL NUMBER</b>
1	Research Papers	53
2	Conference proceedings	4
3	Books	6
4	Websites	5
5	Reports	8
<b>TOTAL LITERATURE REVIEWED</b>		<b>76</b>

---

CHAPTER  
III  
RESEARCH  
METHODOLOGY

---



### **3.1. INTRODUCTION**

Research is an experience. As stated, it is a step by step procedure for a dependable solution to research problems with well-planned and systematic collection, analysis, and interpretation of data. Systematically time and effort are spent on research to gain new knowledge. The systematic and scientific method in the process results in more accurate results. The Research is described as a careful, critical enquiry or examination in seeking facts or principles; diligent investigation in order to ascertain something.

### **3.2 STATEMENT OF THE PROBLEM**

The ultimate objective of any hotel or its department is revenue and customer satisfaction. This can be achieved if hotel has efficient services and trained manpower. Therefore operational training in F&B Service department is very crucial and to be constantly checked for its effectiveness as F&B Service department is frontline department with continuous customer interaction.

A well trained staff will help in not only providing effective and efficient service but would lead to repeat & satisfied customers. To attain the efficiency in service the department can adapt different staff training techniques. The study therefore is to understand not only the effectiveness of training but also to find which method would be most operative one.

In recent years a lot of 5-star hotels in Pune have embarked, but the operations do face challenges in terms of staff retention as well as availability of skilled staff, and thus making other staff work for long hours to compensate. The operations of the hotel especially Food and beverage service, suffer if the staff working in the department is untrained. The untrained staff will not be efficient at work and will also lead to customer dissatisfaction affecting the business in the end.

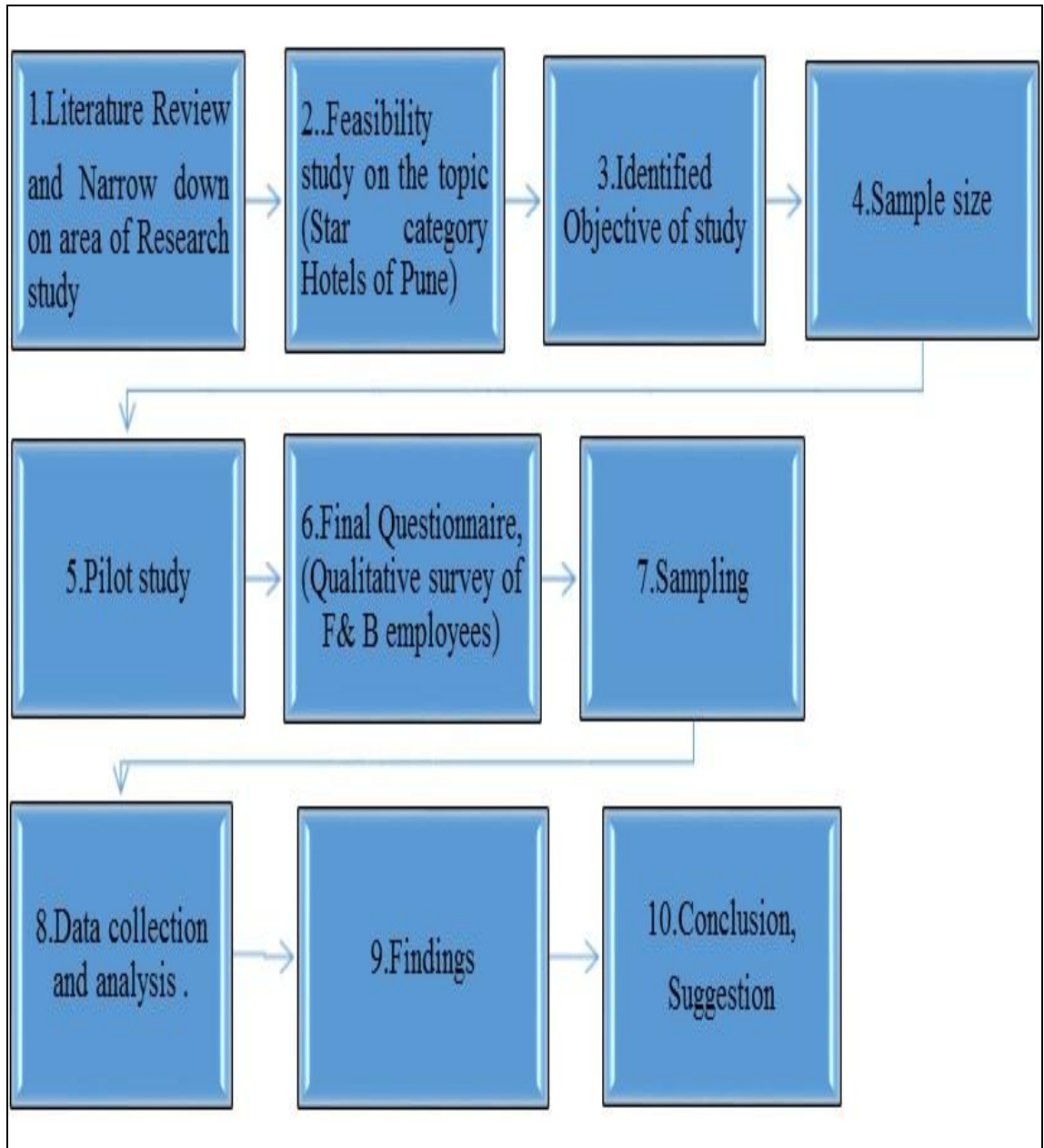
The research will add value to the F&B Service department of five-star hotels regarding operations training effectiveness and also help in dealing with the operational challenges.

### **3.3.OBJECTIVES**

1. To find who identifies operational training needs in five-star hotels.
2. To find various operational training methods used for skill development in five-star hotels.
3. To understand the change in attitudinal aspects of F&B Service staff related to job performance.
4. To check whether there is any improvement in handling number of covers due to the opportunity of attending operational training.
5. To check whether the purpose of operational training was clear or not and is it anyways associated with job performance.
6. To check change due to the operational training of F&B Service staff on the following aspects:
  - Seat turnover
  - Menu knowledge
  - Enhancing meal experience.
  - Team service efficiency

### 3.4.THE RESEARCH PROCESS CARRIED OUT BY RESEARCHER.

#### 3.4.1 Research Process.



### 3.5. OVERVIEW OF METHOD APPLIED FOR DATA COLLECTION

An overview of the specific methods which are applied for data collection and the study analysis in link to the objectives of the research and outcomes/results expected.

#### 3.5.1. Overview of method applied for data collection

Objectives	Methods of Data Collection and Analysis	Expected Outcomes
1. To find who identifies operational training needs in five-star hotels?	1. A Questionnaire survey was done amongst Food and Beverage service operational staff of Hotels. 2. Descriptive statistics by SPSS.	A systematic method for identifying, operations training needs is followed in five-star hotels of Pune.
2. To find various operational training methods used for skill development in five-star hotels.	1. A Questionnaire survey was done amongst the Food and Beverage service operational staff and outlet managers of Hotels. 2. Descriptive statistics by SPSS.	Innovative training methods are used for skill development of Five-star hotel employees.
3. To understand the change in attitudinal aspects of F&B Service staff related to job performance.	1. A Questionnaire survey was done amongst Food and Beverage service operational staff of Hotels. 2. Descriptive statistics by SPSS.	The analysis of the outcome of systematic operational training has its positive effect on attitude and job performance.

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

<p>4. To check whether there is any improvement in handling number of covers due to the opportunity of attending operational training.</p>	<p>1. A Questionnaire survey was done amongst Food and Beverage service operational staff and F&amp;B outlet manager of Hotels. 2. Descriptive statistics by SPSS.</p>	<p>Operational training affect on the efficiency of handling an operation task.</p>
<p>5. To check whether the purpose of operational training was clear or not, and is it anyways associated with job performance.</p>	<p>1. A Questionnaire survey was done amongst Food and Beverage service operational staff of Hotels. 2. Descriptive statistics by SPSS.</p>	<p>Operational training and its clarity does effect on job performance</p>
<p>6. To check change due to the operational training of F&amp;B Service staff on the following aspects:</p> <ul style="list-style-type: none"> <li>• Seat turnover</li> <li>• Menu knowledge</li> <li>• Enhancing meal experience.</li> <li>• Team service efficiency</li> </ul>	<p>1. A Questionnaire survey was done amongst Food and Beverage service operational staff and F&amp;B outlet managers of Hotels. 2. Descriptive statistics by SPSS.</p>	<p>Operational training affect in increasing :</p> <ul style="list-style-type: none"> <li>• Seat turnover</li> <li>• Menu knowledge</li> <li>• Better meal experience for the guest is observed by staff.</li> <li>• Team Service efficiency.</li> </ul>

### **3.6.RESEARCH DESIGN**

The Research design is the main plan, i.e.the master plan of the entire research.The details of data collection, analysis all measurements are given in the research design.

#### **3.6.1 Type of Research Design**

The research design has to be in relevance to the study.The researcher must be able to define clearly ,what has to be measured and must find adequate methods for measuring it along with a clear cut defination of population which has to be studied.The research design must make enough provision for protection against bias and must maximise reliability.The design must focus on the following:

- a) Formulating objectives of the study
- b) Designing the method of data collection
- c) Selecting sample
- d) Collecting data
- e) Processing and analysing the data
- f) Reporting the findings. **(CR Kothari, 2014).**

For the study the researcher has adopted a descriptive research design .The quantitative data is collected from different categories of multistage sample.The details of the research design are given below.

### 3.6.2 Overview of Research Design

#### STEP 1

**Aims and Objective.**



**Literature Review on Topics**

**A detailed literature review was done by the researcher on the following topics related to the study:**

Topics reviewed like Food and beverage service scenario across all over India, and specifically in Pune, other reviews which are also done include challenges faced by food and beverage employees in India, other countries, Expectations of the customer from food and beverage service employees.

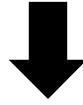
The researcher also attempted study the worth of Food and beverage service department in hotels, and its contribution in terms of revenue. A better understanding of operations in hotel industry, the Importance of operational training concerning 5-star hotels was also reviewed.

The literature review was done to study importance of effectiveness in hotel industry, How to measure effectiveness in a service-based industry, if any correlation between effectiveness and operational training, Challenges faced by hotels in India, Observed Problems in Hotel Sector.

**The sources of Literature** – EBSCO Journal, Shodhganga, Publishing India, Google scholar.

## **STEP 2**

**The city and the Hotel Feasibility study were done.**



The Pune city was selected for the study based on research gaps identified. A feasibility study on the topic was done for 10 star Hotels. The Study was feasible for five-star hotels as other lower category hotels do not have proper structured plan for operational training in all departments.

**Hotel:** 11 Five star Hotels of Pune city shortlisted.

## **STEP 3**

**Data Types /Collection Tools.**



**Primary Data:** The primary data collection plan was decided with the help of a questionnaire that would be circulated amongst hotel staff of F&B Service department and also note down observations.

**Secondary Data:** The secondary data collection is from Books, Journals, and hospitality magazines.



#### **STEP 4**

#### **Sample size**



#### **Sampling design**

**a. Population:** The study is about the effectiveness of operational training provided to food and beverage service employees concerning five-star hotels in Pune. Food and Beverage service employees' operations staff are the primary respondents of the study. Hence the population is from the Food and Beverage Service department of five-star Hotels in Pune. Every staff at operational level is a vital respondent.

**b. Sampling Unit:** The researcher selected Food and Beverage service department operation level staff, outlet managers/Executives for the survey.

**Operational level staff:** Stewards, Waiters, Barmen, Hostess, captains.

**Managers:** Restaurant /Outlet Manager, Assistant outlet managers, Executives.

**c. Sample size:** The chosen operation level employees of the food and beverage service department accounted for research were

Operations staff – 314 Nos.

Outlet managers – 47Nos

Total = **361 Nos.**

**d. Sample size formula:** The Cochran formula is applied with around 95% confidence and around 5% plus or minus. Cochran formula is appropriate for large population.

$$n_0 = \frac{Z^2 pq}{e^2}$$

$$[(1.96)^2(0.5)(0.5) / (0.052)^2 = 355$$

So at least a required sample of **355** operational staff is the target population, which is enough to give the confidence level needed.

The sample population selected for the study is from the Food and Beverage service department of the Hotel. Two levels of staff, i.e. operations level, and outlet manager level were selected for the study.

**e. Sampling Method:** Multistage cluster sampling, two-stage sampling

## **STEP 5**

### **Data Analysis**



**The statistical tools used for data analysis:** SPSS Statistical package for social science.

**Reliability and validity of measures / Statistical tool to test the hypothesis:** Friedman Chi-square Test, Spearman's correlation, SPSS Statistical package for social sciences.

**STEP 6**

**Findings**



The perception of operations staff and outlet managers about operations training provided to them by five-star hotels was analyzed. The operations staff do have the clarity about purpose of operations training and do get opportunity to attend operational training sessions. The findings also suggest that there is improvement in performance in operations due to operational training programs. The staff in the F&B Service department works efficiently due to operational training.

**STEP 7**

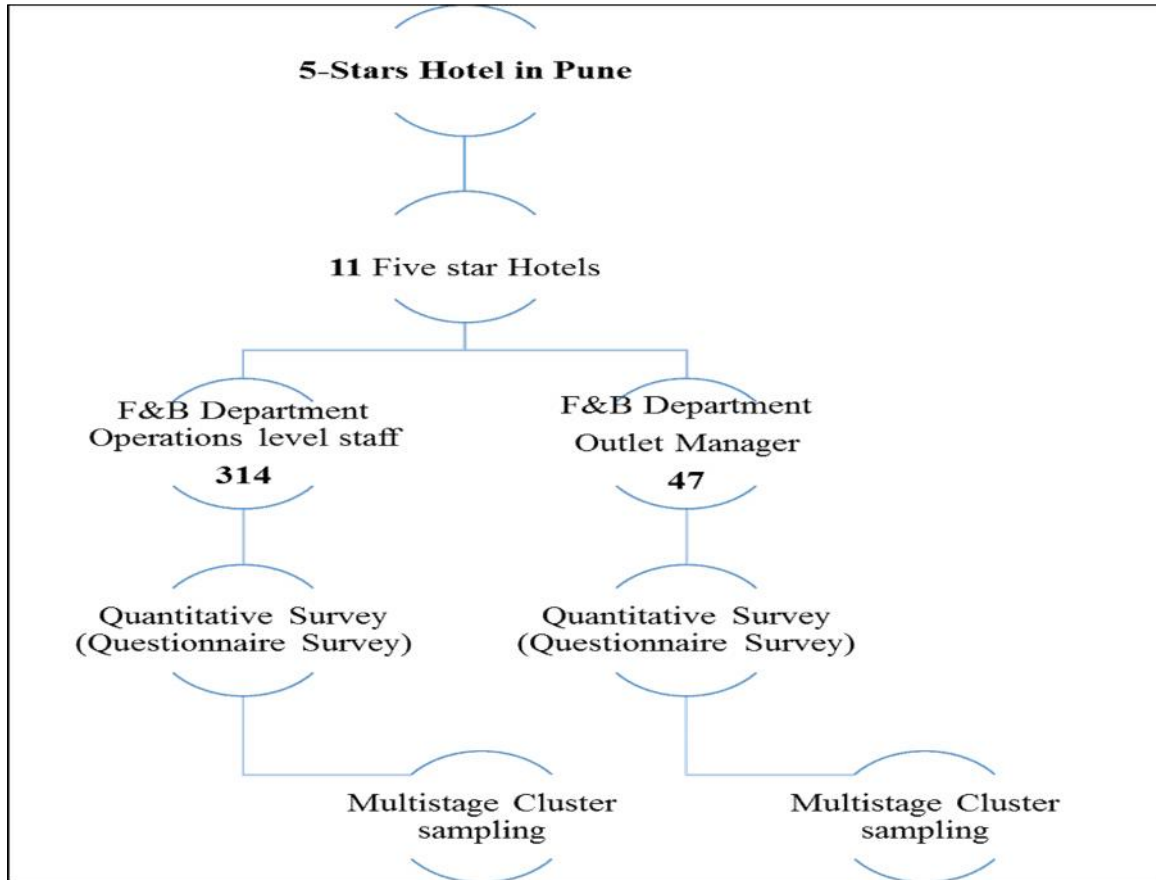
**Conclusion**



The researcher concludes that practical operational training will bring success in overall Food and beverage service operations in five-star hotels.

**Sampling Technique:** The data was collected from Five-star hotel employees of Pune city working in the food and beverage service department. The employees cadre selected is from operations level and outlet managers positions.

### 3.6.3 Sample design



**3.6.1 Table:** Sample design table

Staff contacted from	Respondents (Managers)	Respondents (Operations staff)
Five-star Hotels of Pune.	Outlet Managers  Restaurant Managers	Stewards/Waiters  Bartenders, hostess, captains (of F&B outlets).

### **3.7. SCOPE AND LIMITATION TO THE STUDY**

#### **3.7.1. Scope**

In India, the hotel industry is confronted with issues of inability to provide quality services that are in keeping with ever changing trends, global standards and lack of training for different levels of working employees. In order to address these various training issues and problems it requires in-depth training in hotels.

As observed the current threats in front of the Hotel Industry are of the competition between different hotels, availability of skilled labor, employee retention increasing demand of training, well-trained trainers and employees in the hotels. Any poor customer experience can ruin the hotel's reputation, as well as business.

As jobs in hotels and catering industries are labor-intensive mostly in the Food and Beverage Service department, human resource should be taken in consideration as it is the major asset of the vast hotel industry. Although some research work has been conducted on the topic, it lack to address the issue like operational training programs of Food and Beverage Service departments and its effectiveness in Pune Hotels, thereby creating is a research gap. Thus there is much scope for research on the topic selected, which would aim at bridging up this gap.

- The scope of the study is only limited to five-star Hotels of Pune, as the hotel operations in one city and cadre levels of operations are at par in one category hotels in a city . So the training in five-star hotels will have similarity and hence effectiveness of operational training can be investigated, but at the same time the study cannot be generalized for entire country as it is limited to one city only. A study on similar parameters can be suggested for food and beverage service department of other Geographical area star Hotels.
- A study of a similar kind can be done for other core departments of the Hotel.

### **3.7.2. Limitation**

**Dynamic nature of the Industry:** The hotel industry is highly dynamic, and lot of new trends keep changing in the operations of the core departments, so the study is bound with a specific time frame. The world is changing at a breakneck pace; thus, the data obtained today may become obsolete in the future. Therefore, additional data may be required for future implications.

**Industry time limits:** The Hotel industry has given much information for the study, but due to busy hotel schedules the process of entire data collection took two years span. Also there were time boundaries due to different shift timings of operational level staff in the food and beverage service department of star hotels.

### **3.8. SUMMARY**

It is given in this chapter that what methodology is adopted for research .The objectives are listed in this chapter. A detailed overview of entire research design is given. The chapter also details the sample size justification for the study. The later chapter provides the method of data analysis, hypothesis and findings of the study.

---

CHAPTER  
IV  
DATA ANALYSIS

---

## **4.1 INTRODUCTION**

In this chapter, the researcher focused on analyzing the data collected and thereby testing the hypothesis to prove the claims made by the researcher. The data was collected from Pune five star Hotels. This comprises of 314 Hotel F&B Service operational employees and 47 outlet managers. The data was analyzed by SPSS to derive descriptive statistics' total of 361 questionnaires were assessed.

## **4.2 QUESTIONNAIRE SURVEY**

In this section, the filled questionnaire data obtained from 361 respondents was analyzed, and the results and findings are presented. The survey was done in 11 Five star Hotels to understand the effectiveness of operational training provided to F&B service department employees in Five-star category hotels in Pune city. The tables and figures are given in this section represent the results.

## **4.3 QUANTITATIVE SURVEY**

### **4.3.1 Questionnaire Survey Sample.**

The survey was done for operations level F&B service employees and outlet managers of the department in a five-star hotel. The sample size selected comprised of 314 operations staff and 47 outlet managers of F&B service department of five-star hotels in Pune. The more responses were collected from operations staff to understand the effectiveness of operations training.

### **4.3.2 SCALE**

In the research, the author has used to study the nominal and ordinal scale.

The nominal scale used - The YES/NO/NOT SURE scale is nominal scale

Interval scale used - With options of

- Strongly disagree, Disagree, Neutral, Agree, Strongly agree
- 1 = Not so important, 2 = Somewhat important, 3 = Neutral, 4 = Important and 5= Very important.
- Poor, Satisfactory, Neutral, Very good, Excellent

The mean and standard deviation calculated for the study, i.e. descriptive statistics.



#### 4.4 DESCRIPTIVE STATISTICS

##### 4.4.1. Operational level of employees.

##### Q.1- Gender of the Respondents

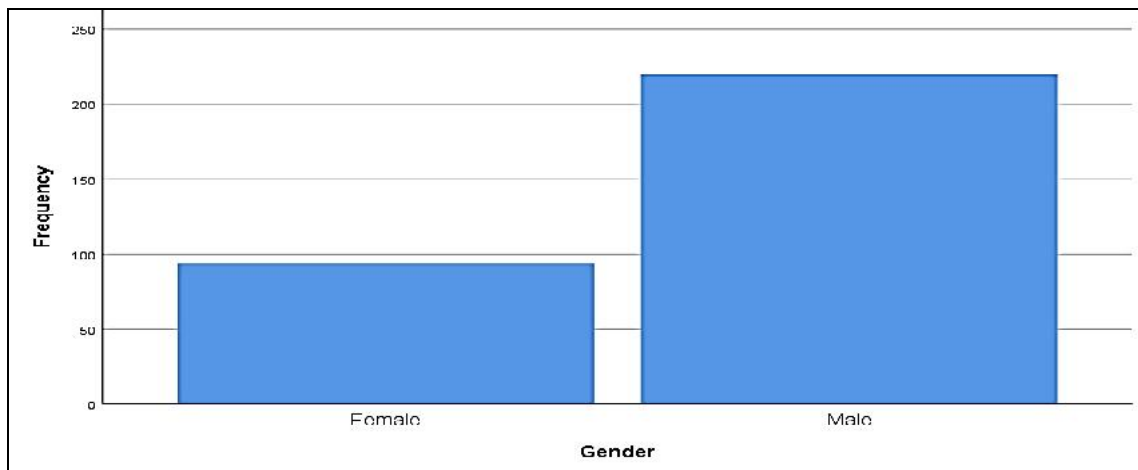
Table 4.4.1- Statistics for variable Gender of operation staff - 1

<b>Mean</b>	1.70
<b>Median</b>	2.00
<b>Std. Deviation</b>	.459

Table 4.4.2- Frequency chart for variable Gender of operation staff-1

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Female	94	29.9	29.9
Male	220	70.1	100.0
Total	314	100.0	

Figure 4.4.1- Bar chart for variable Gender of operation staff - 1



**Findings 1:** The percentage of operational level staff in F&B Service department is found to be - female staff working in department is 29.9 % and male staff is 70.1%.

**Q.2- Qualification of Operational level staff.**

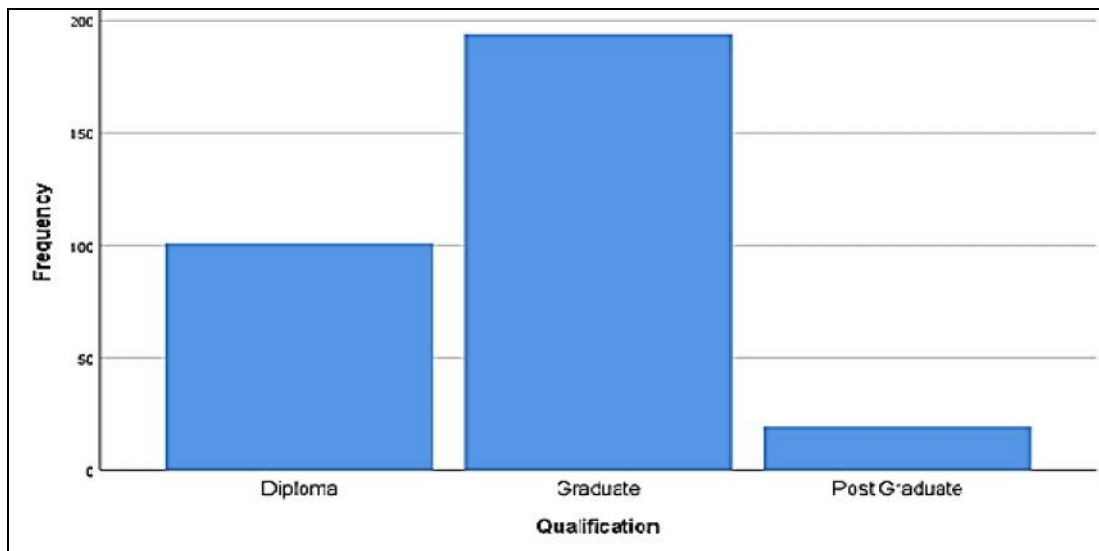
Table 4.4.3- Statistics for variable Qualification of operation staff-2

<b>Mean</b>	1.74
<b>Median</b>	2.00
<b>Std. Deviation</b>	.561

Table 4.4.4- Frequency chart for variable Qualification of operation staff -2

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Diploma	101	32.2	32.2
Graduate	194	61.8	93.9
Post Graduate	19	6.1	100.0
Total	314	100.0	

Figure 4.4.2- Bar chart for variable Qualification of operation staff- 2



**Findings 2:** Education qualification of operational level staff in F&B service department is around 32.2 % - as Diploma holders , 61.8% - as Graduates, 6.1 % - as Post Graduates.

**Q.3- Total years of experience of Respondents.**

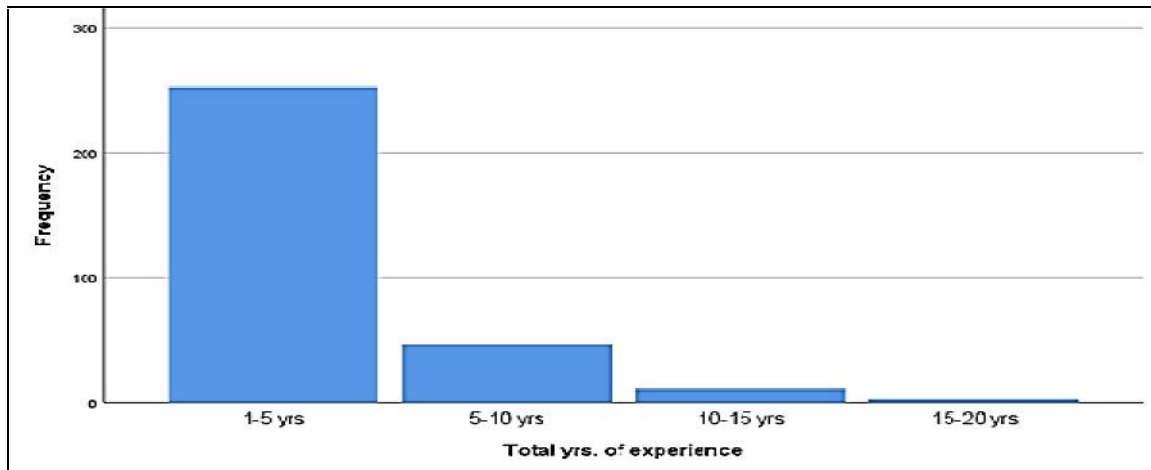
Table 4.4.5- Statistics for variable Total years' Experience of operation staff -3

<b>Mean</b>	1.25
<b>Median</b>	1.00
<b>Std. Deviation</b>	.561

Table 4.4.6-Frequency chart for variable Total years' Experience of operation staff -3

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
1-5 Yrs.	253	80.6	80.6
5-10 Yrs.	47	15.0	95.5
10-15 Yrs.	11	3.5	99.0
15-20 Yrs	3	1.0	100.0
Total	314	100.0	

Figure 4.4.3- Bar chart for variable years' Experience of operation staff – 3



**Findings 3:** The findings are that around 80.6 % operational staff is having total work experience of 1 to 5 years, 15% are with 5-10 yrs experience, and 3.5% are with 10-15 yrs and 1% with 15-20yrs of experience.

**Q.4- Who identifies the operational training needs for F&B service department employees in five star Hotels.**

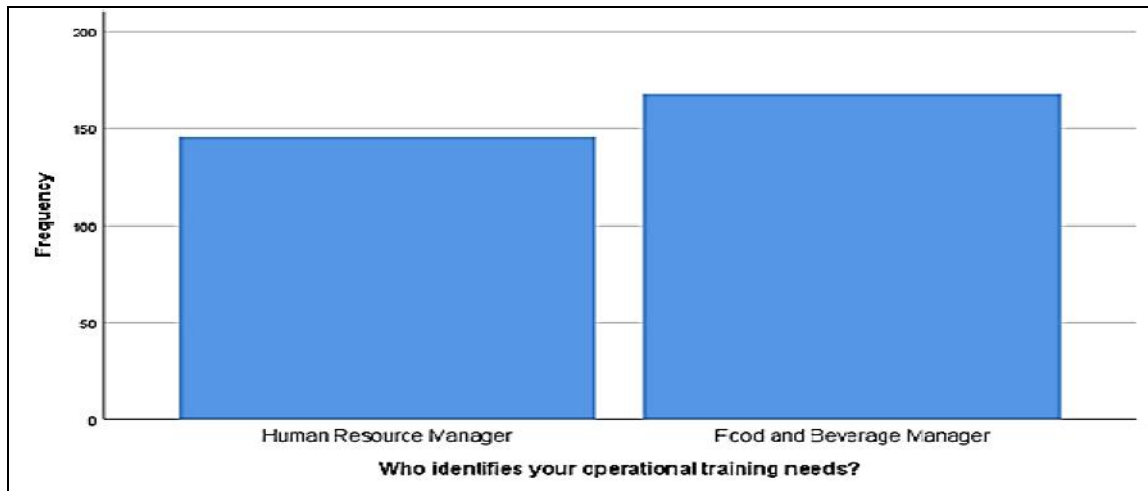
Table 4.4.7- Statistics for variable who identifies operational training needs – 4

<b>Mean</b>	1.54
<b>Median</b>	2.00
<b>Std. Deviation</b>	.500

Table 4.4.8- Frequency chart for variable who identifies operational training needs – 4

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Human Resource Manager	146	46.5	46.5
F&B Manager	168	53.5	100.0
Total	314	100.0	

Figure 4.4.4- Bar chart for variable who identifies operational training needs – 4



**Findings 4:** Around 53.5% respondents mentioned that F&B Manager identifies the operational training needs whereas 46.5% mentioned that Human Resource Manager identifies the operational training needs of the Department.

**Q.5- Operational training methods used for F&B service department employees' skill development in five star Hotels are?**

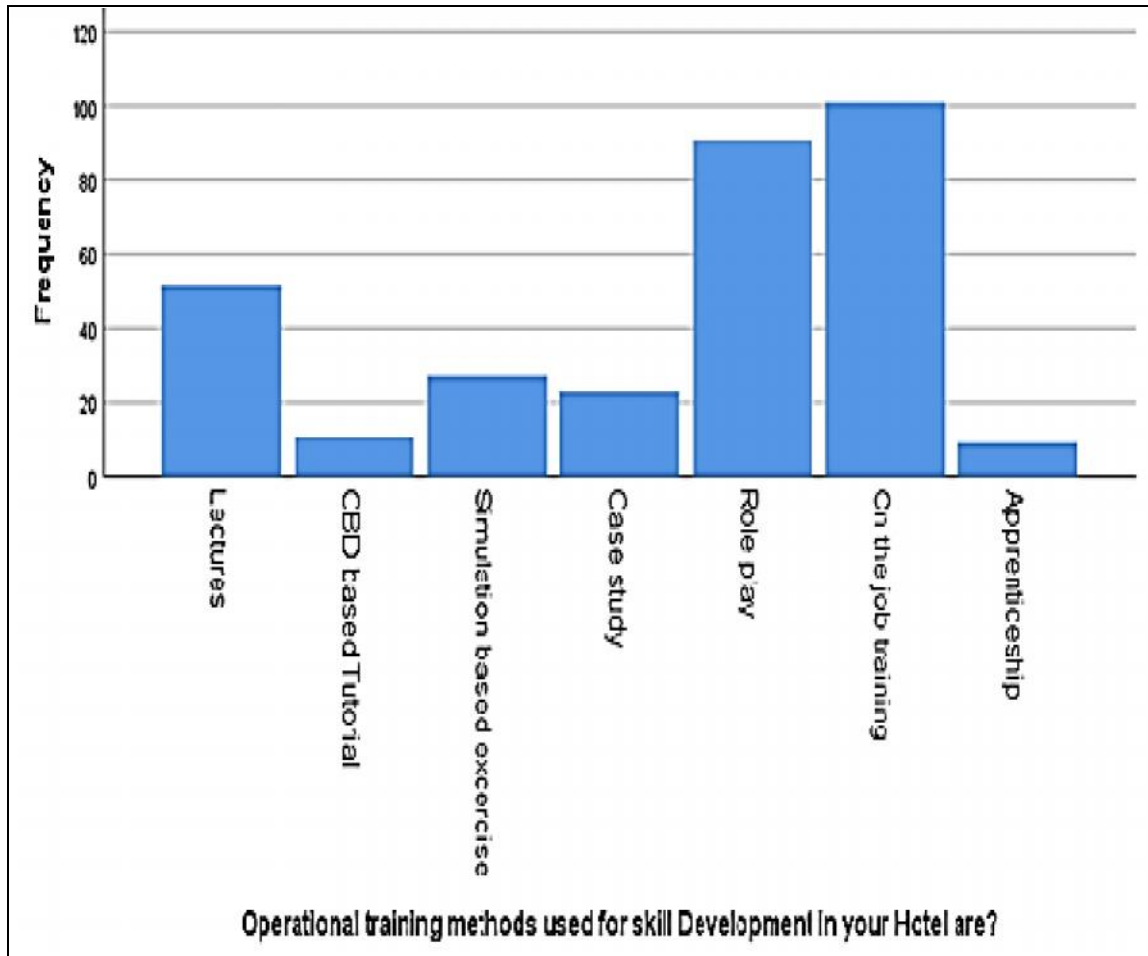
Table 4.4.9- Statistics for variable Training methods used – 5

<b>Mean</b>	4.37
<b>Median</b>	5.00
<b>Std. Deviation</b>	1.851

Table 4.4.10- Frequency chart for variable Training methods used– 5

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Lectures	52	16.6	16.6
CBT based Tutorial	11	3.5	20.1
Simulation based exercise	27	8.6	28.7
Case study	23	7.3	36.0
Role play	91	29.0	65.0
On the job training	101	32.2	97.19
Apprenticeship	9	2.9	100.0
Total	314	100.0	

Figure 4.4.5 - Bar chart for variable Training methods used – 5



**Findings 5:** The above bar chart suggests that Role play and on the job training are the most used training methods to develop F&B service employee’s operational skills. In all 32.2% responses are for on the job training method, Role play with 29% response, Lectures with 16.6% response, simulations based exercise with 8.6% response, case study with 7.3% response, CBT- Tutorials with 3.5% response and the least is of 2.9% for apprenticeship.

**Q.6- Rate the operational training methods used for skill development for F&B service employees in Hotel - Lecture.**

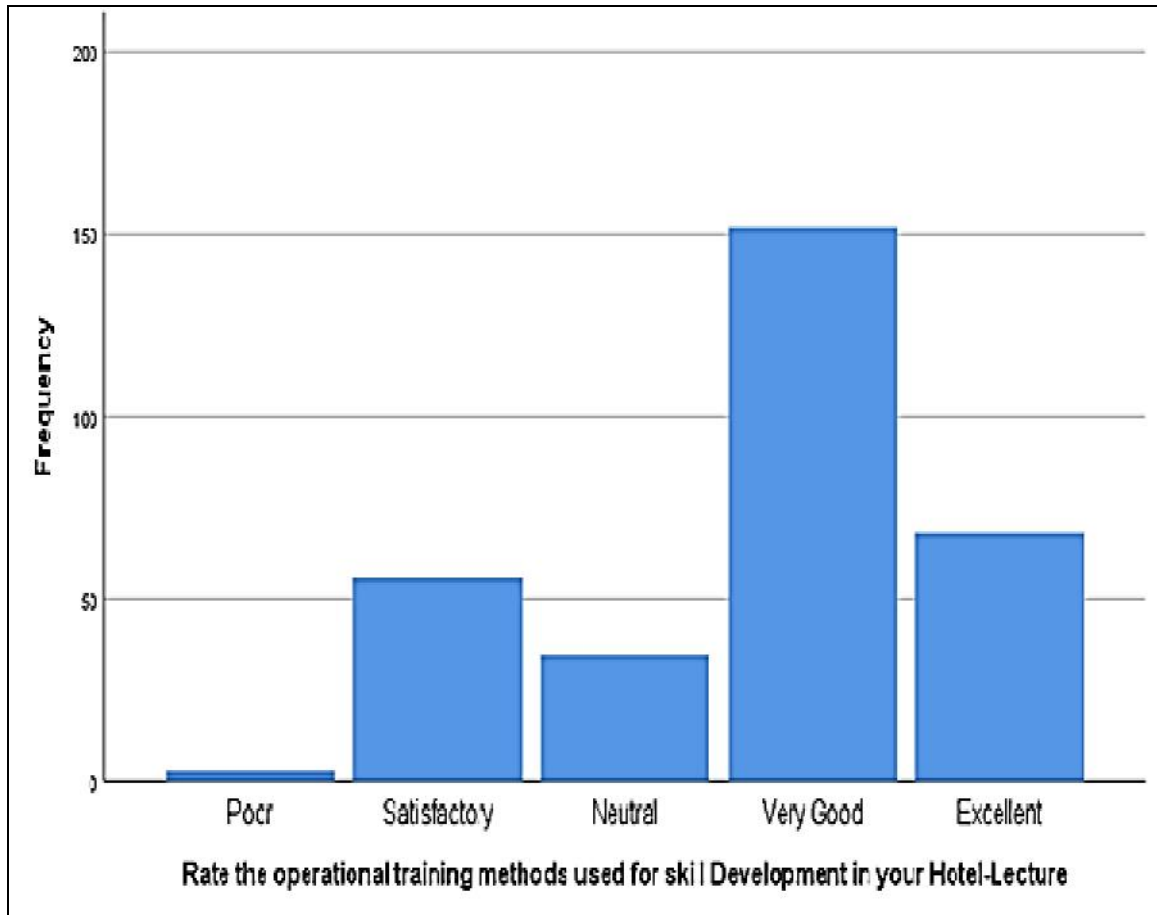
Table 4.4.11- Statistics for variable Rate operational training method Lecture -6

<b>Mean</b>	3.72
<b>Median</b>	4.00
<b>Std. Deviation</b>	1.026

Table 4.4.12- Frequency chart for variable Rate operational training method Lecture – 6

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Poor	3	1.0	1.0
Satisfactory	56	17.8	18.8
Neutral	35	11.1	29.9
Very Good	152	48.4	78.3
Excellent	68	21.7	100.0
Total	314	100.0	

Figure 4.4.6- Bar chart for variable Rate operational training method Lecture -6



**Findings 6:** Rating from operational staff about Lecture as a method of operational training method , 21.7% said as excellent, 48.4 % as very good , 11.1 % as neutral, 17.8% satisfactory and 1% as poor.



**Q.7- Rate the operational training methods used for skill development for F&B service employees in Hotel – CBT Tutorial.**

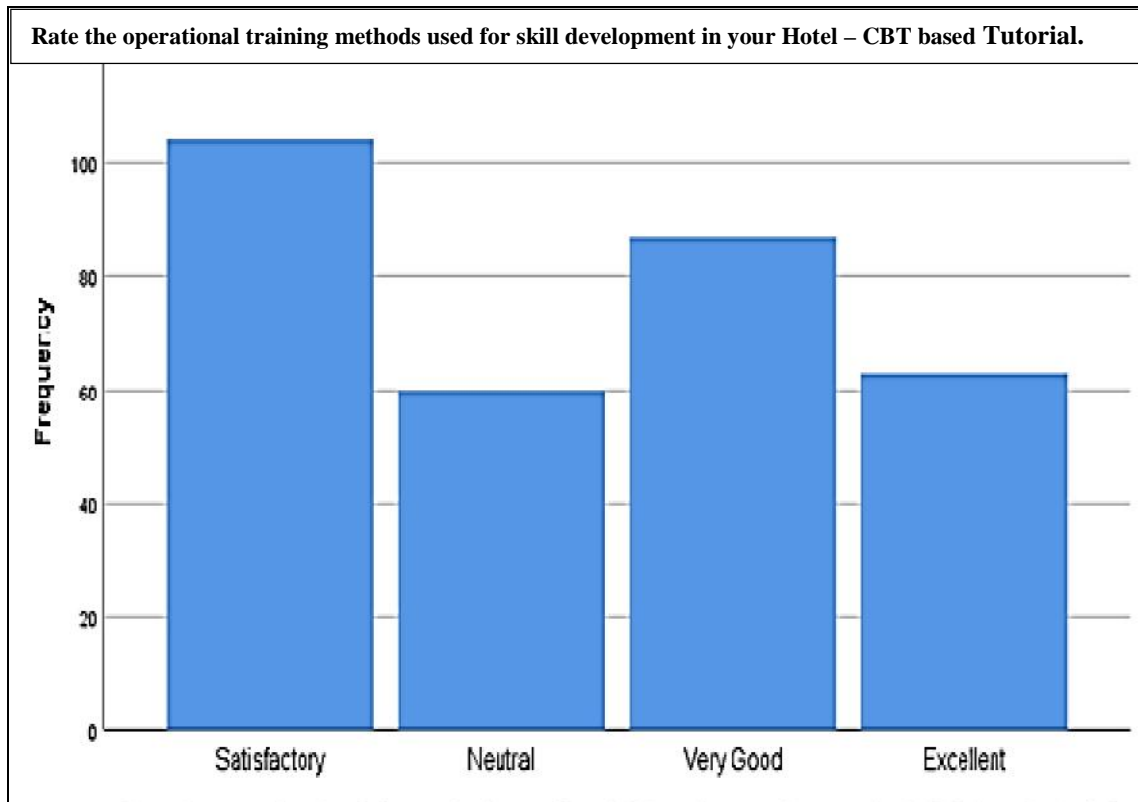
Table 4.4.13- Statistics for variable Rate operational training method CBT Tutorial -7

<b>Mean</b>	3.35
<b>Median</b>	3.00
<b>Std. Deviation</b>	1.138

Table 4.4.14- Frequency chart for variable Rate operational training method CBT based Tutorial – 7

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Satisfactory	104	33.1	33.1
Neutral	60	19.1	52.2
Very Good	87	27.7	79.9
Excellent	63	20.1	100.0
Total	314	100.0	

Figure 4.4.7- Bar chart for variable Rate operational training method CBT based Tutorial -7



**Findings 7:** Response for rating for CBT as a method of operational training method is with 20.1% as excellent, 27.7 % as very good 19.1 % as neutral and 33.1% satisfactory.

**Q.8- Rate the operational training methods used for skill development for F&B service employees in Hotel – Simulation.**

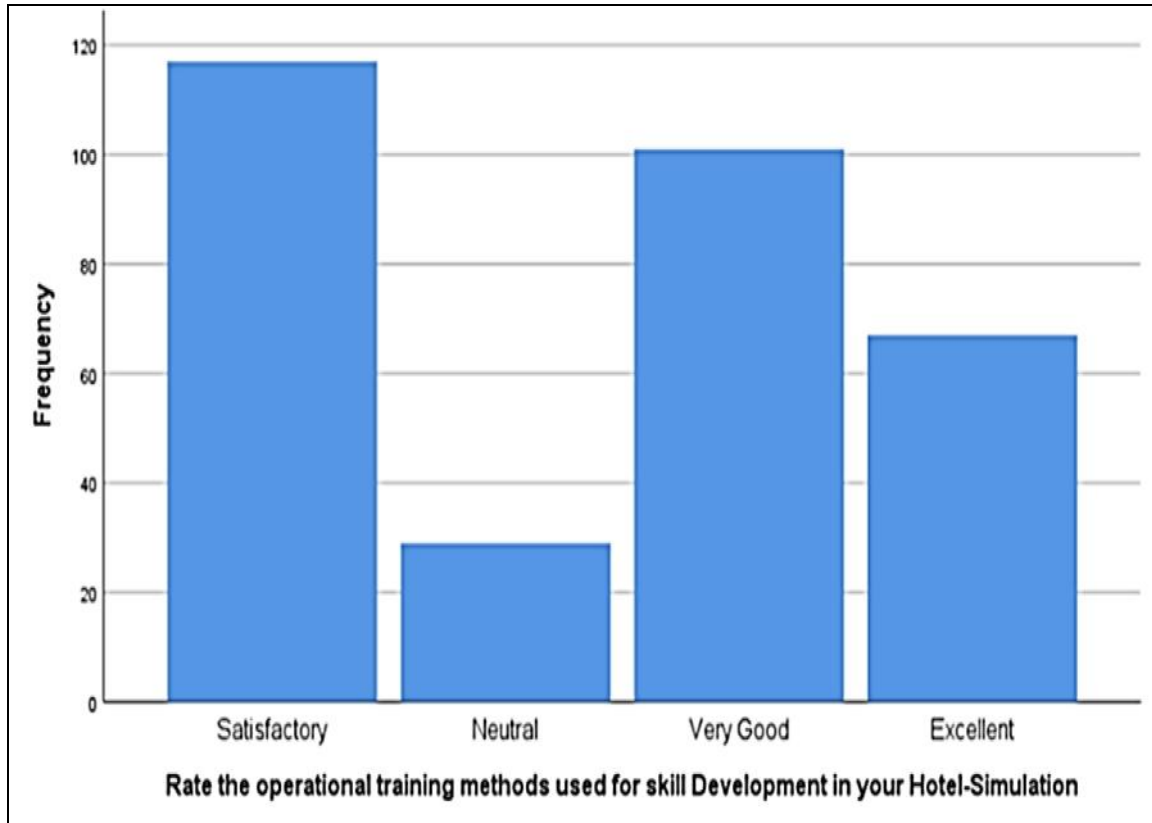
Table 4.4.15- Statistics for variable Rate operational training method Simulation – 8

<b>Mean</b>	3.38
<b>Median</b>	4.00
<b>Std. Deviation</b>	1.188

Table 4.4.16- Frequency chart for variable Rate operational training method Simulation – 8

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Satisfactory	117	37.3	37.3
Neutral	29	9.2	46.5
Very Good	101	32.2	78.7
Excellent	67	21.3	100.0
Total	314	100.0	

Figure 4.4.8- Bar chart for variable Rate operational training method Simulation -8



**Findings 8:** Rating for Simulation as a method of operational training method is with 21.3% as excellent, 32.2 % as very good 9.2 % as neutral and 37.3% satisfactory.

**Q.9- Rate the operational training methods used for skill development for F&B service employees in Hotel – Case Study.**

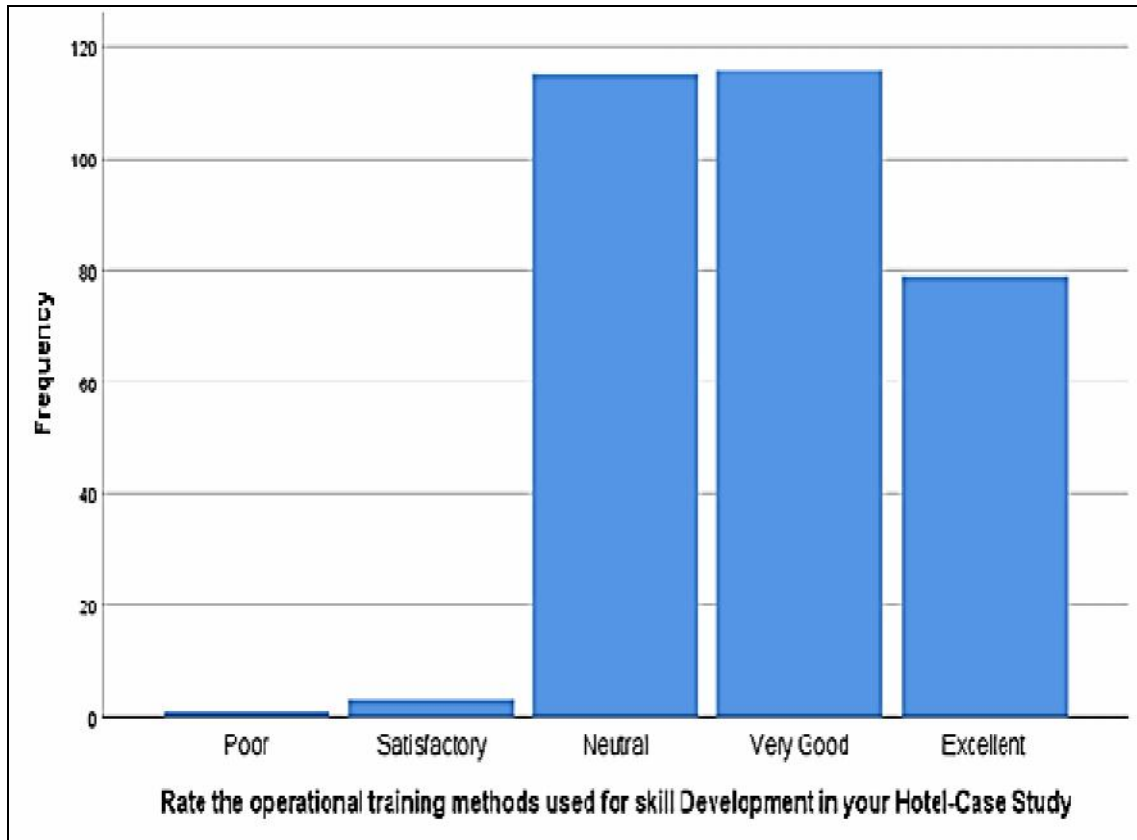
Table 4.4.17- Statistics for variable Rate operational training method Case Study – 9

<b>Mean</b>	3.86
<b>Median</b>	4.00
<b>Std. Deviation</b>	.816

Table 4.4.18- Frequency chart for variable Rate operational training method Case Study – 9

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Poor	1	.3	.3
Satisfactory	3	1.0	1.3
Neutral	115	36.6	37.9
Very Good	116	36.9	74.8
Excellent	79	25.2	100.0
Total	314	100.0	

Figure 4.4.9- Bar chart for variable Rate operational training method Case Study – 9



**Findings 9:** Responses on the rating for case study as a method of operational training method is with 25.2% as excellent, 36.9 % as very good 36.6 % as neutral and 1% satisfactory and 0.3 % as poor.

**Q.10- Rate the operational training methods used for skill development for F&B service employees in Hotel – Role Play.**

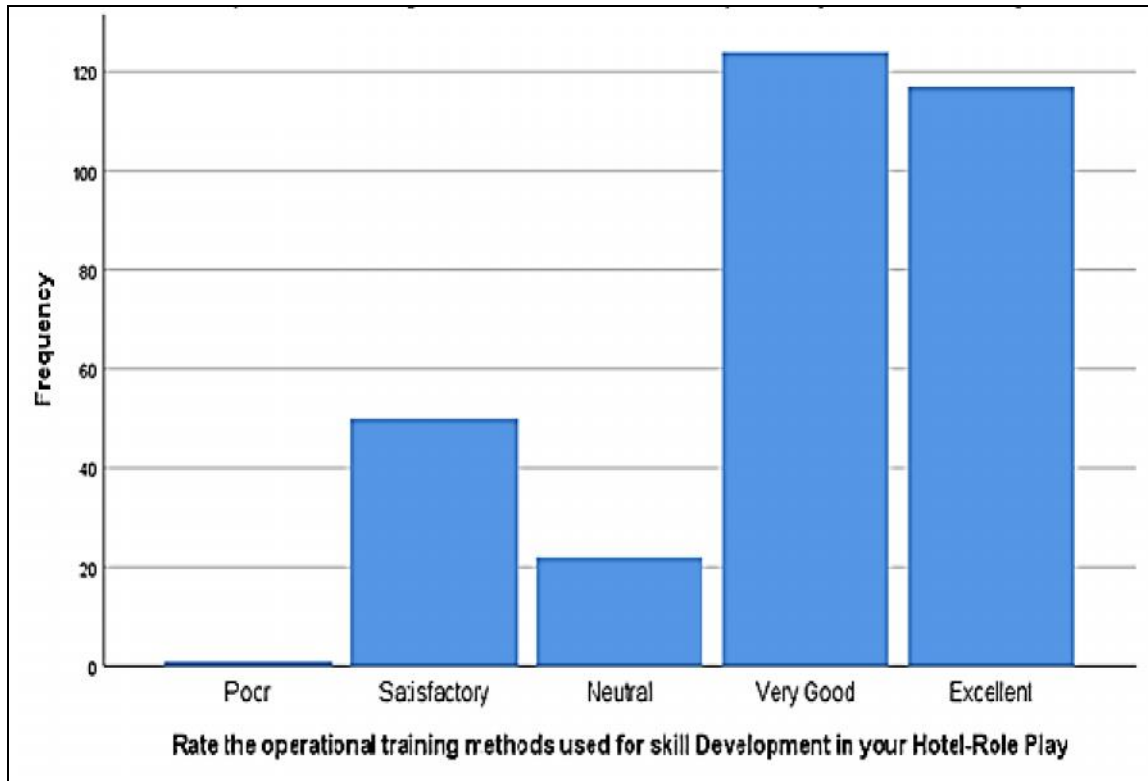
Table 4.4.19- Statistics for variable Rate operational training method Role Play – 10

<b>Mean</b>	3.97
<b>Median</b>	4.00
<b>Std. Deviation</b>	1.054

Table 4.4.20- Frequency chart for variable Rate operational training method Role Play – 10

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Poor	1	.3	.3
Satisfactory	50	15.9	16.2
Neutral	22	7.0	23.2
Very Good	124	39.5	62.7
Excellent	117	37.3	100.0
Total	314	100.0	

Figure 4.4.10- Bar chart for variable Rate operational training method Role Play – 10



**Findings 10:** Rating for Role-play as a method of operational training method is with 37.3% as excellent, 39.5 % as very good 7 % as neutral and 15.9% satisfactory and 0.3% as poor.



**Q.11- Rate the operational training methods used for skill development for F&B service employees in Hotel – On the job Training.**

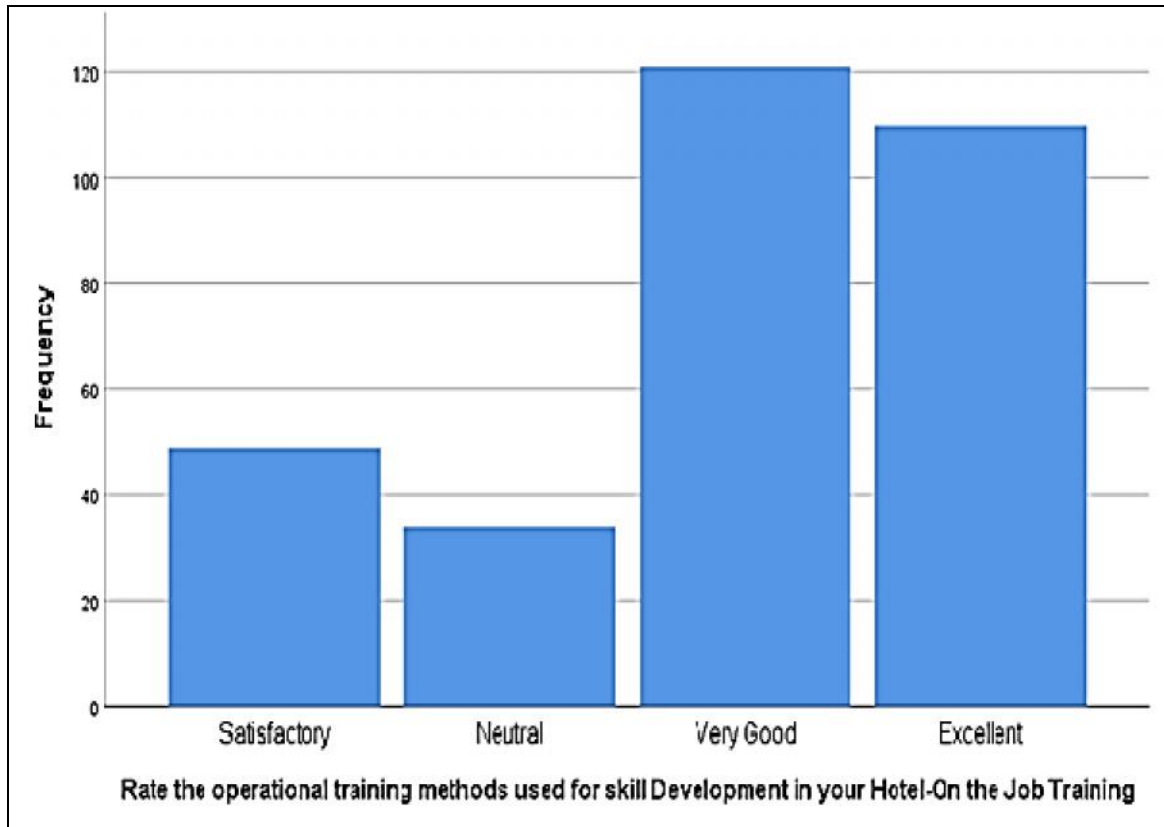
Table 4.4.21- Statistics for variable Rate operational training method on the job – 11

<b>Mean</b>	3.93
<b>Median</b>	4.00
<b>Std. Deviation</b>	1.040

Table 4.4.22 - Frequency chart for variable Rate operational training method on the job – 11

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Satisfactory	49	15.6	15.6
Neutral	34	10.8	26.4
Very Good	121	38.5	65.0
Excellent	110	35.0	100.0
Total	314	100.0	

Figure 4.4.11- Bar chart for variable Rate operational training method on the job – 11



**Findings 11:** Rating for on the job training as a method of operational training method is with 35% gave as excellent response , 38.5 % as very good , 10.8 % as neutral and 15.6% as satisfactory responses.

**Q.12- Rate the operational training methods used for skill development for F&B service employees in Hotel – Apprenticeship.**

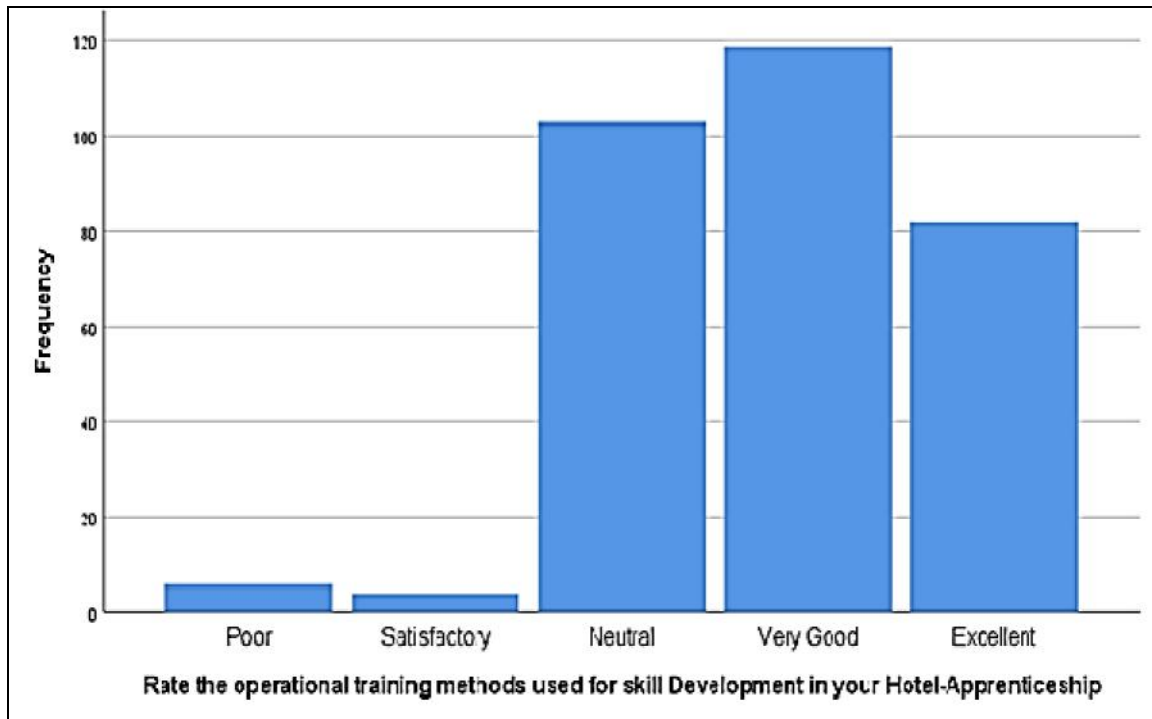
Table 4.4.23- Statistics for variable Rate operational training method Apprenticeship – 12

<b>Mean</b>	3.85
<b>Median</b>	4.00
<b>Std. Deviation</b>	.890

Table 4.4.24- Frequency chart for variable Rate operational training method Apprenticeship -12

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Poor	6	1.9	1.9
Satisfactory	4	1.3	3.2
Neutral	103	32.8	36.0
Very Good	119	37.9	73.9
Excellent	82	26.1	100.0
Total	314	100.0	

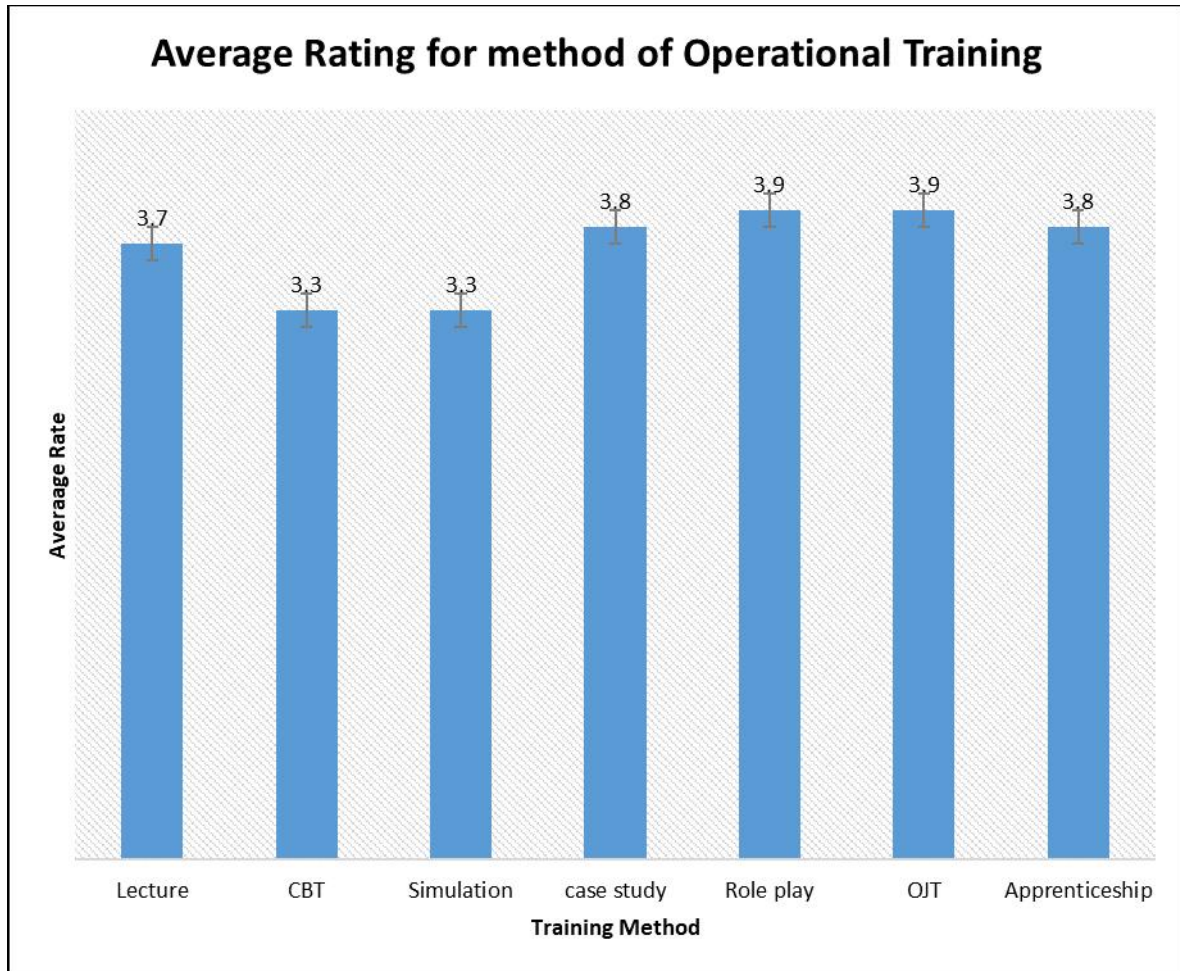
Figure 4.4.12- Bar chart for variable Rate operational training method Apprenticeship – 12



**Findings 12:** As per the findings of variable it is found out that Apprenticeship has the rating of 26.1% for excellent remark , 37.9% for very good, 32.8% neutral, 1.3% satisfactory and 1.9% poor.

**Interpretation:**

**Figure 4.4.13- Comparison of variable 6 to 12**



**Findings Comparison 6-12 :** Hence the Bar chart above shows the average rating of various training methods. As shown the highest rating is given by the respondents to Role play and On Job Training methods i.e. 3.9 rating on the scale of 1 to 5 where 1 is least ranked and 5 is excellent.

**Q.13- The F&B Operational trainings attended – Purpose was clear?**

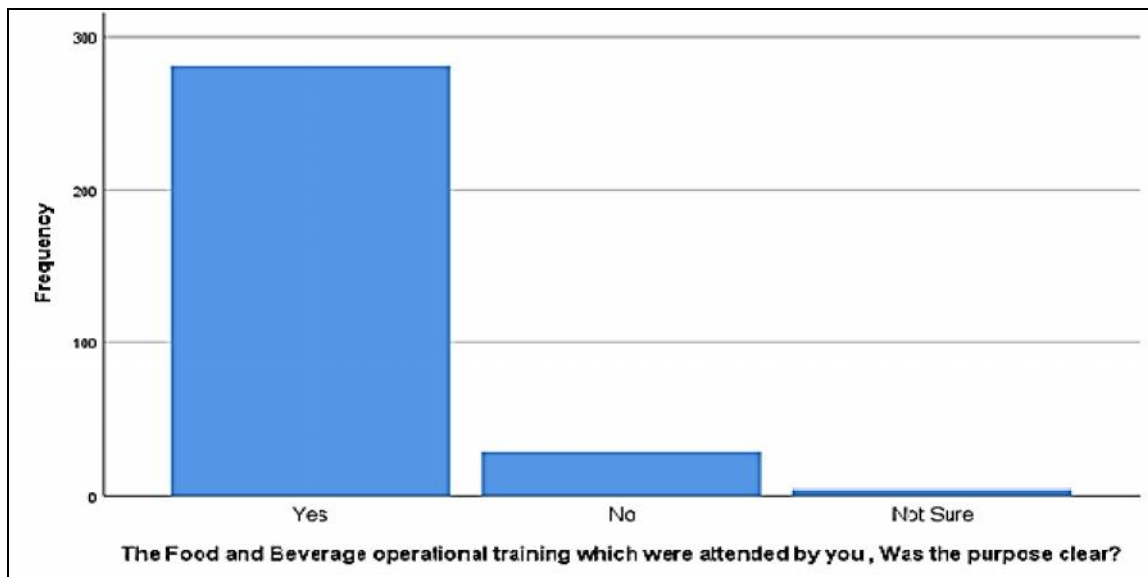
Table 4.4.25 - Statistics for variable Operational trainings attended – Purpose was clear – 13

<b>Mean</b>	1.12
<b>Median</b>	1.00
<b>Std. Deviation</b>	.360

Table 4.4.26- Frequency chart for variable Operational trainings attended – Purpose was clear – 13

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Yes	281	89.5	89.5
No	29	9.2	98.7
Not Sure	4	1.3	100.0
Total	314	100.0	

Figure 4.4.14- Bar chart for variable Operational trainings attended – Purpose was clear – 13



**Findings 13:** The findings suggest that majority of around 89.5% said that the F&B service operational training purpose was clear, 9.2 % said no and about 1.3% were not sure.

**Q.14- Contribution of operation training program towards job efficiency.**

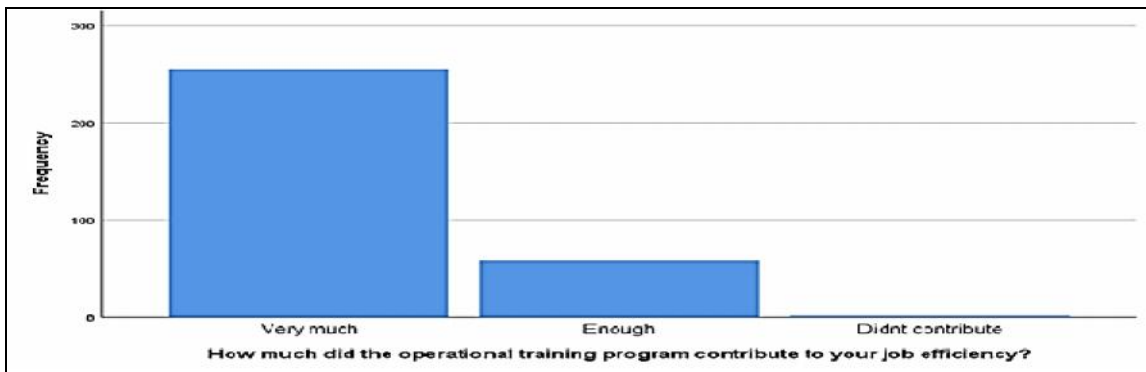
Table 4.4.27- Statistics for variable Contribution of operation training program towards job efficiency – 14

<b>Mean</b>	1.19
<b>Median</b>	1.00
<b>Std. Deviation</b>	.402

Table 4.4.28- Frequency chart for variable Contribution of operation training program towards job efficiency – 14

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Very much	255	81.2	81.2
Enough	58	18.5	99.7
Didn't contribute	1	.3	100.0
Total	314	100.0	

Figure 4.4.15- Bar chart for variable for Contribution of operation training program towards job efficiency -14



**Findings 14:** As shown in the Bar chart about 81.2% find that operational training contributes very much to their job efficiency. Around 18.5% find that contribution is enough towards job efficiency and 0.3% find that operational training did not contribute to job efficiency.

**Q.15- Did the respondent find operational training necessary for job performance?**

Table 4.4.29- Statistics for the variable for operational training necessary for job performance - 15

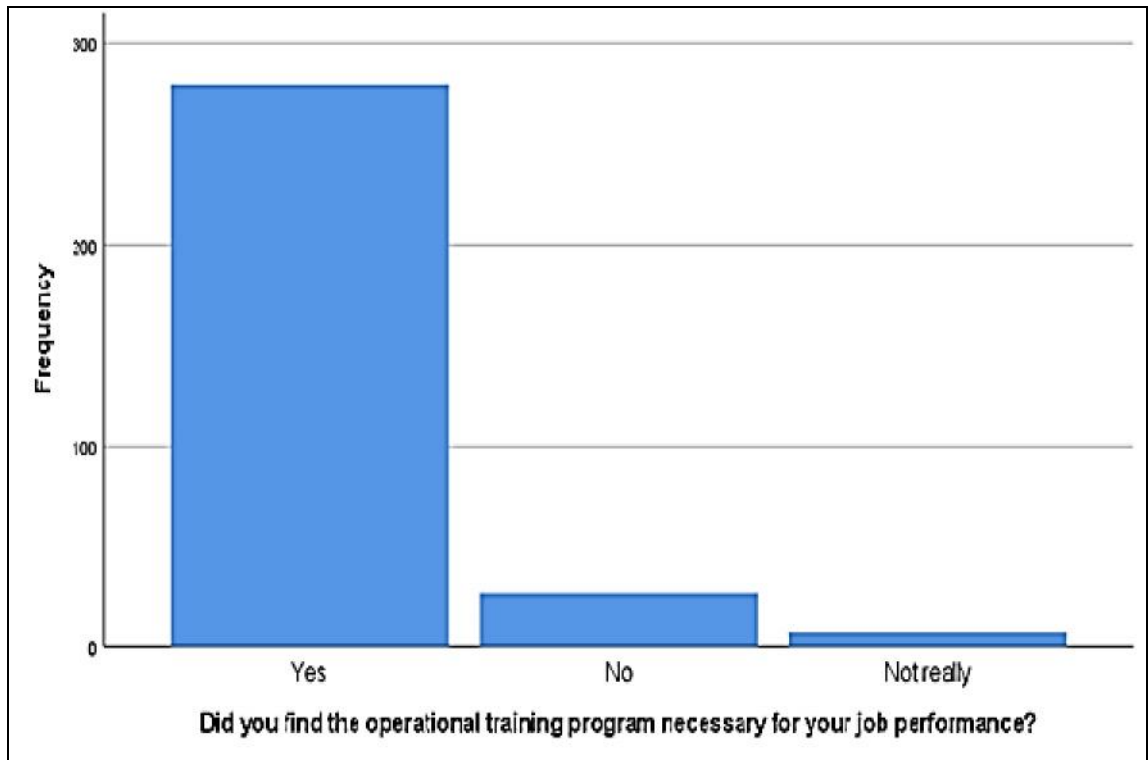
<b>Mean</b>	1.13
<b>Median</b>	1.00
<b>Std. Deviation</b>	.398

Table 4.4.30 - Frequency chart for variable operational training necessary for job performance – 15

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Yes	280	89.2	89.2
No	27	8.6	97.8
Not really	7	2.2	100.0
Total	314	100.0	



Figure 4.4.16- Bar chart for variable operational training necessary for job performance  
– 15



**Findings 15:** The above-given bar chart shows that 89.2% find the operational training program necessary for job performance few 8.6% find not necessary and 2.2% find it's not really necessary for job performance.

**Q.16- Did these operational training programs increase the effectiveness of your job?**

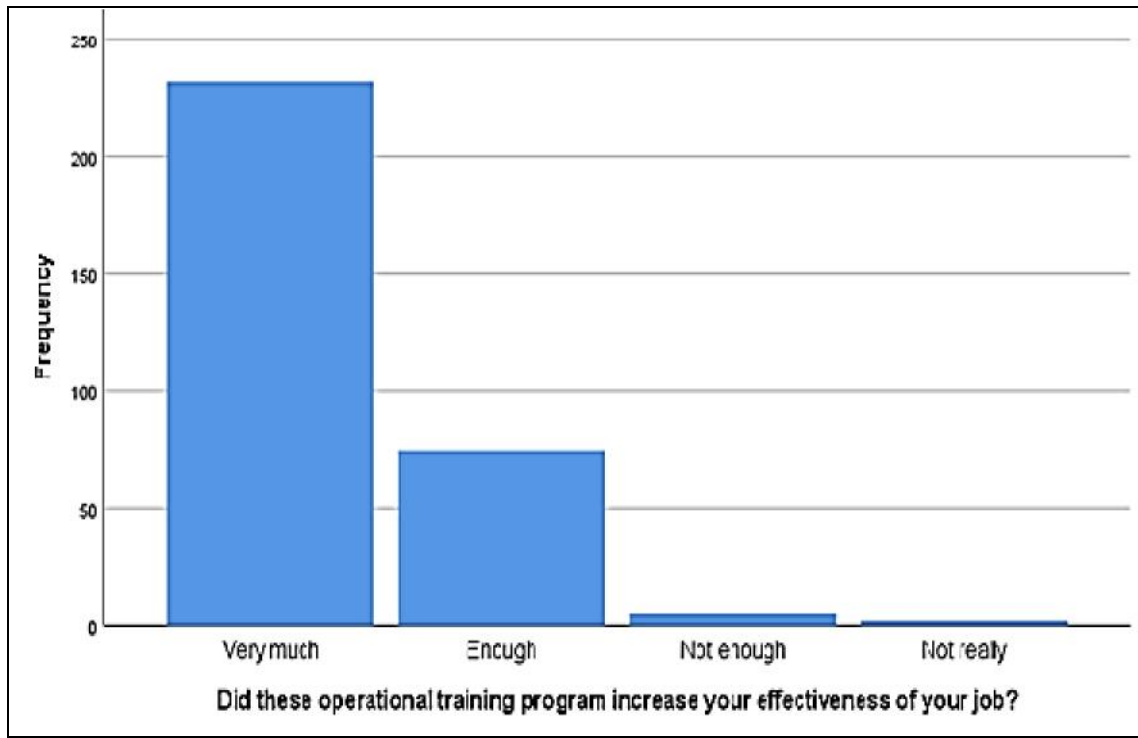
Table 4.4.31 - Statistics for variable operational training program increase the effectiveness of your job – 16

<b>Mean</b>	1.29
<b>Median</b>	1.00
<b>Std. Deviation</b>	.526

Table 4.4.32- Frequency chart for variable operational training program increase your effectiveness of your job – 16

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Very much	232	73.9	73.9
Enough	75	23.9	97.8
Not enough	5	1.6	99.4
Not really	2	.6	100.0
Total	314	100.0	

Figure 4.4.17- Bar chart for the variable for operational training program increases the effectiveness of your job – 16



**Findings 16:** Regarding the increase in effectiveness of job due to operational training , 73.9% find very much increase in job effectiveness, around 23.9% find enough increase 1.6% find not enough increase and 0.6% not really find that there is increase in effectiveness of their job due to operational training program.

**Q.17- Did these operational training result in a change in your attitude, interest, or job performance?**

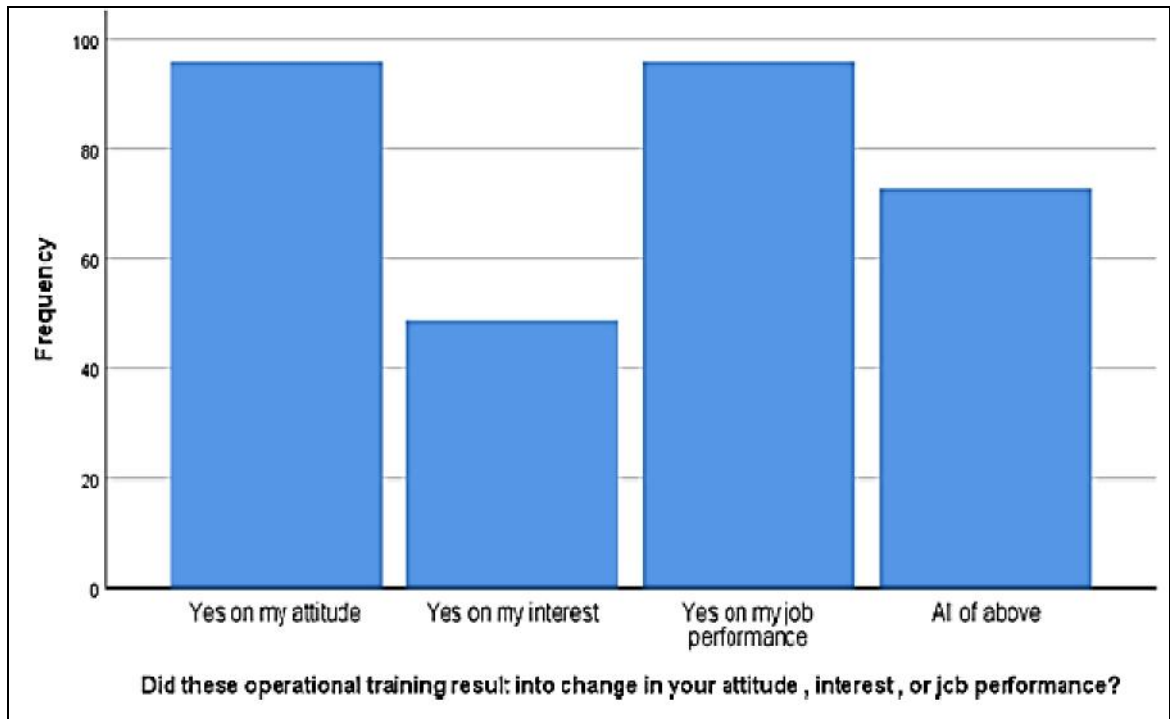
Table 4.4.33 - Statistics for variable operational training result in a change in your attitude, interest, or job performance – 17

<b>Mean</b>	2.46
<b>Median</b>	3.00
<b>Std. Deviation</b>	1.153

Table 4.4.34 - Frequency chart for variable operational training result into change in your attitude, interest, or job performance – 17

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Yes on my attitude	96	30.6	30.6
Yes on my interest	49	15.6	46.2
Yes on my job Performance	96	30.6	76.8
All of above	73	23.2	100.0
Total	314	100.0	

Figure 4.4.18- Bar chart for variable operational training result into change in your attitude, interest, or job performance – 17



**Findings 17:** The data collected on the question whether operational training result into change in attitude, on interest, on job performance or all of these, the findings suggest that 30.6% find that there is change in attitude, 15.6% find change in interest level, 30.6% find change in job performance and about 23.2% find that operational training does result in change in all the above-mentioned parameters. This shows a mixed response for all the parameters.

**Q.18- Do you think that operational training provided to you and your expectations from these training have gaps?**

Table 4.4.35 - Statistics for variable operational training gaps – 18

<b>Mean</b>	2.47
<b>Median</b>	3.00
<b>Std. Deviation</b>	.737

Table 4.4. 36- Frequency chart for variable operational training gaps – 18

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Yes lot of gaps	46	14.6	14.6
Yes some gaps	74	23.6	38.2
No not really	194	61.8	100.0
Total	314	100.0	

Figure 4.4.19- Bar chart for variable operational training gaps – 18



**Findings 18:** Regarding gaps in operational training, 14.6% find lots gap, 23.6% find some gaps and 61.8% find no not really any gaps in the operational training which is provided to F&B service employees and their expectations about the training.

**Q.19- Rate the importance of operational training for F&B Service Department employees.**

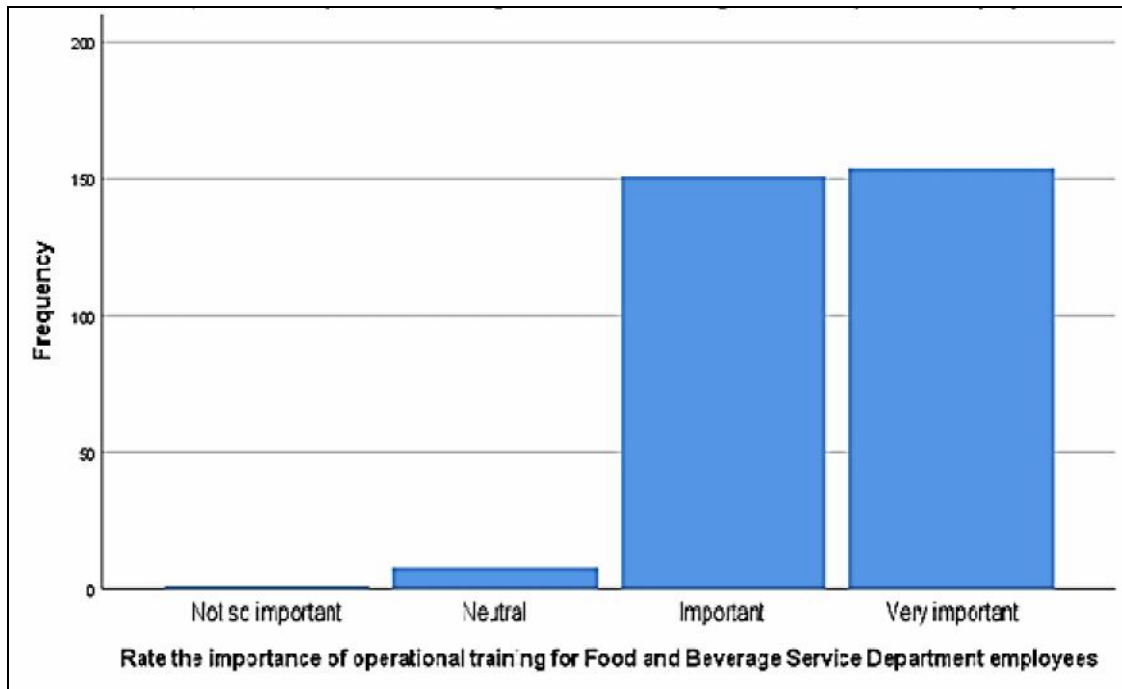
Table 4.4.37- Statistics for variable importance of operational training for F&B Service Department employees– 19

<b>Mean</b>	4.46
<b>Median</b>	4.00
<b>Std. Deviation</b>	.582

Table 4.4.38- Frequency chart for variable importance of operational training for F&B Service Department employees -19

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Not so important	1	.3	.3
Neutral	8	2.5	2.9
Important	151	48.1	51.0
Very important	154	49.0	100.0
Total	314	100.0	

Figure 4.4.20 - Bar chart for variable importance of operational training for F&B Service Department employees – 19



**Findings 19:** Regarding the importance of operational training for F&B service department employees around 49% find that it's very important 48.1% find important, 2.5% find the importance as neutral, and 0.3% find not so important for F&B service department employees. There is very positive response towards importance of operational training in the F&B Service Department.



**Q.20- F&B Service employees get opportunity to attend required operational training.**

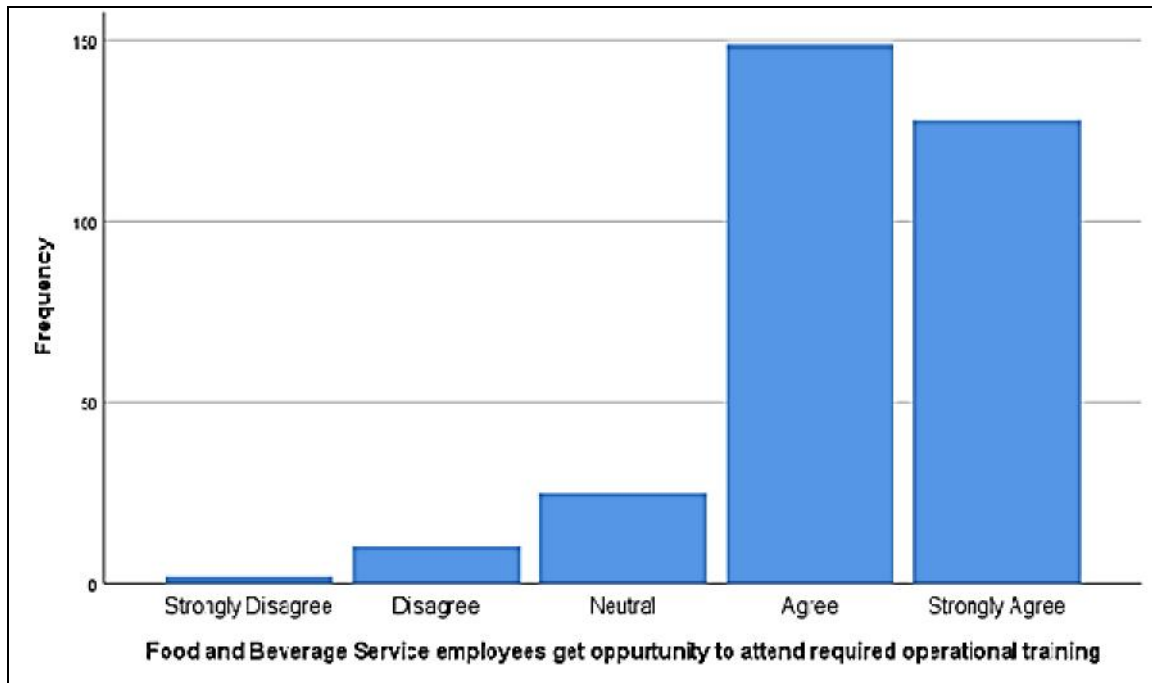
Table 4.4.39- Statistics for variable get opportunity to attend required operational training -20

<b>Mean</b>	4.25
<b>Median</b>	4.00
<b>Std. Deviation</b>	.783

Table 4.4.40 - Frequency chart for variable variable get opportunity to attend required operational training -20

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	2	.6	.6
Disagree	10	3.2	3.8
Neutral	25	8.0	11.8
Agree	149	47.5	59.2
Strongly agree	128	40.8	100.0
Total	314	100.0	

Figure 4.4.21 - Bar chart for variable get opportunity to attend required operational training -20



**Findings 20:** About 40.8% of F&B service employees strongly agree that they get opportunity to attend the required operational training, whereas 47.5% agree, 8.0% find neutral, 3.2% disagree and 0.6% strongly disagree with the statement. The findings suggest many operation staff gets the opportunity for training in the hotel.

**Q.21- F&B operational training is related to job responsibilities?**

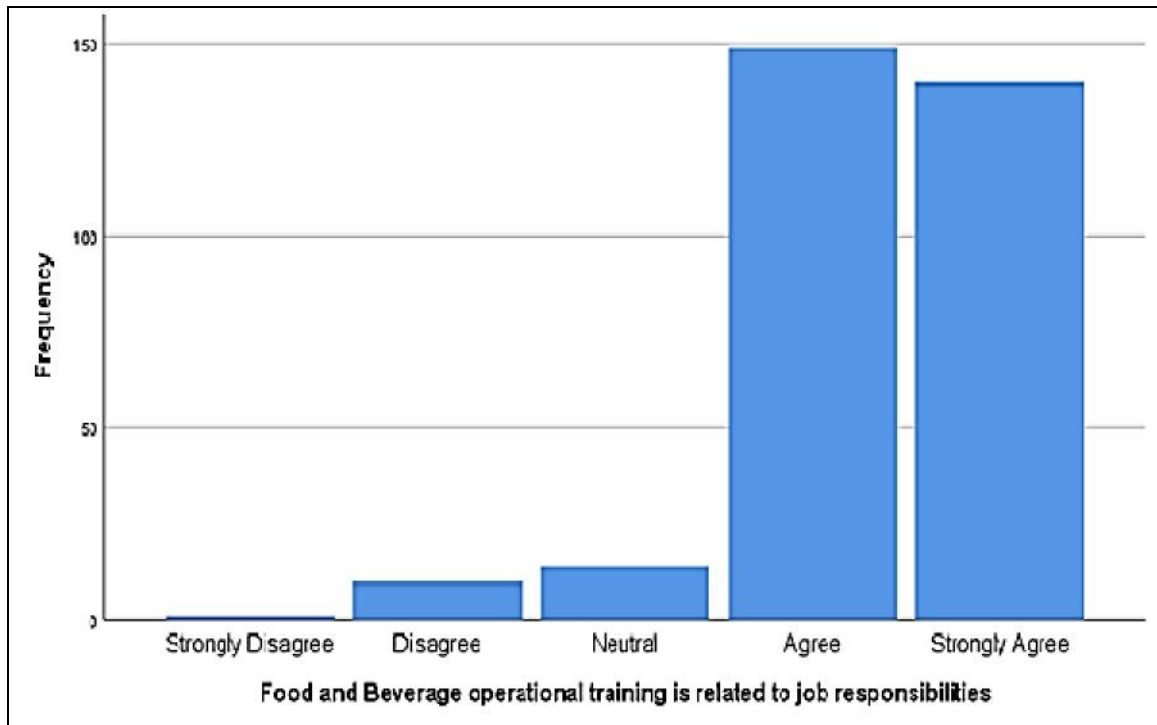
Table 4.4.41 - Statistics for variable operational training is related to job responsibilities – 21

Mean	4.33
Median	4.00
Std. Deviation	.735

Table 4.4.42 - Frequency chart for variable operational training is related to job responsibilities – 21

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	1	.3	.3
Disagree	10	3.2	3.5
Neutral	14	4.5	8.0
Agree	149	47.5	55.4
Strongly Agree	140	44.6	100.0
Total	314	100.0	

Figure 4.4.22- Bar chart for variable operational training is related to job responsibilities – 21



**Findings 21:** The bar chart shows that 44.6% strongly agree to statement that F&B operational training is related to job responsibilities ,47.5% agree, 4.5% find it as neutral, 3.2% disagree, and around 0.3% strongly disagree.

**Q.22- Because of operational training, customer waiting time is reduced?**

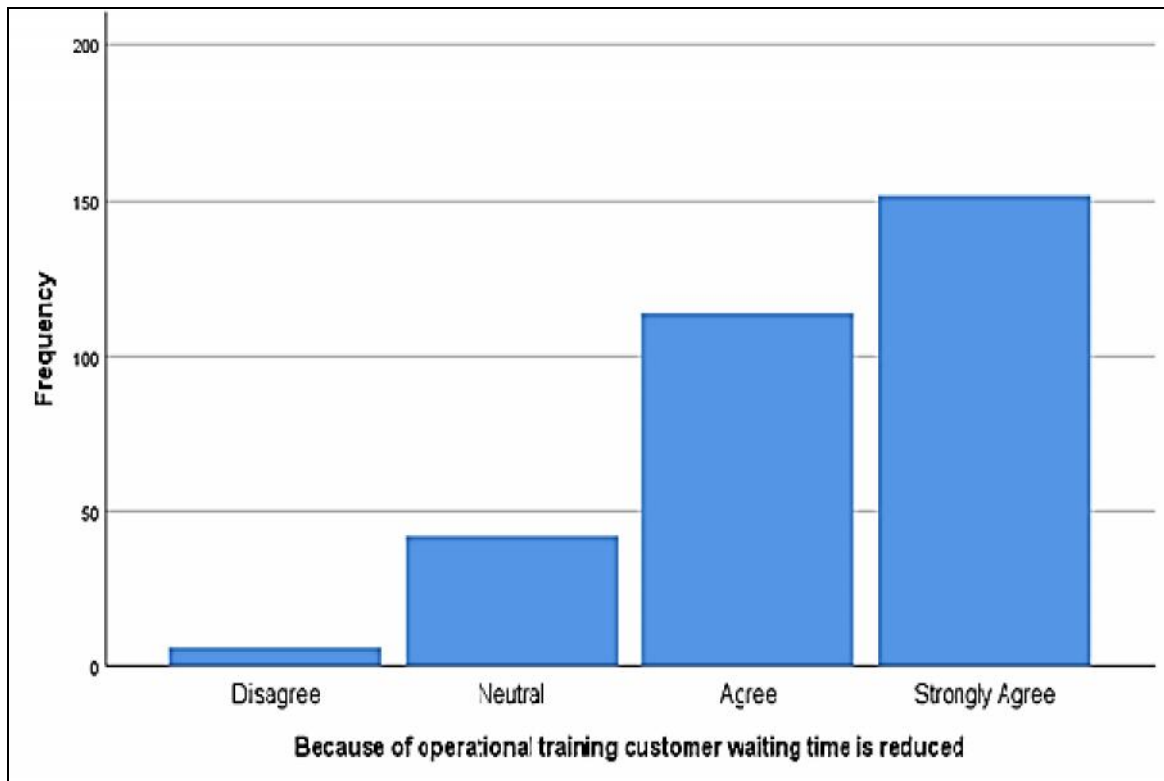
Table 4.4.43 - Statistics for variable customer waiting time is reduced -22

<b>Mean</b>	4.31
<b>Median</b>	4.00
<b>Std. Deviation</b>	.774

Table 4.4.44- Frequency chart for variable customer waiting time is reduced – 22

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	6	1.9	1.9
Neutral	42	13.4	15.3
Agree	114	36.3	51.6
Strongly Agree	152	48.4	100.0
Total	314	100.0	

Figure 4.4.23- Bar chart for variable customer waiting time is reduced -22



**Findings 22:** The findings suggest that 48.4% strongly agree that customer waiting time is reduced after operational training is given to employees. Whereas 36.3% agree, 13.4% find neutral and 1.9 % disagree. Hence, it is observed that there are more agreed responses towards the statement that customer wait time is reduced and it is due to the operational training programs which are conducted for employees in the F&B service department.

**Q.23- There is increased seat turnover after the operational training program.**

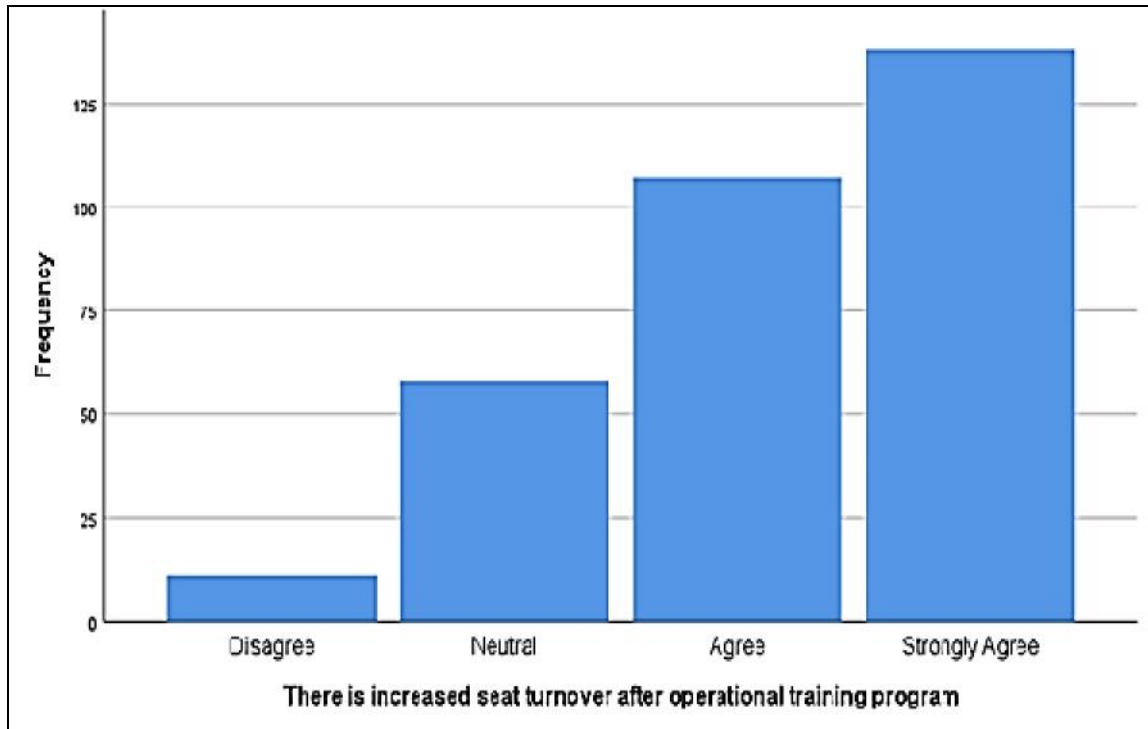
Table 4.4.45 - Statistics for variable seat turnover -23

<b>Mean</b>	4.18
<b>Median</b>	4.00
<b>Std. Deviation</b>	.856

Table 4.4.46- Frequency chart for variable seat turnover – 23

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	11	3.5	3.5
Neutral	58	18.5	22.0
Agree	107	34.1	56.1
Strongly Agree	138	43.9	100.0
Total	314	100.0	

Figure 4.4.24- Bar chart for variable seat turnover – 23



**Findings 23:** If there is increased seat turnover after operational training which is provided to F&B service employees, on this around 43.9% strongly agree, 34.1% agree, 18.5% said neutral comment 3.5% disagree to the statement.



**Q.24- Average per cover is increased after operational training**

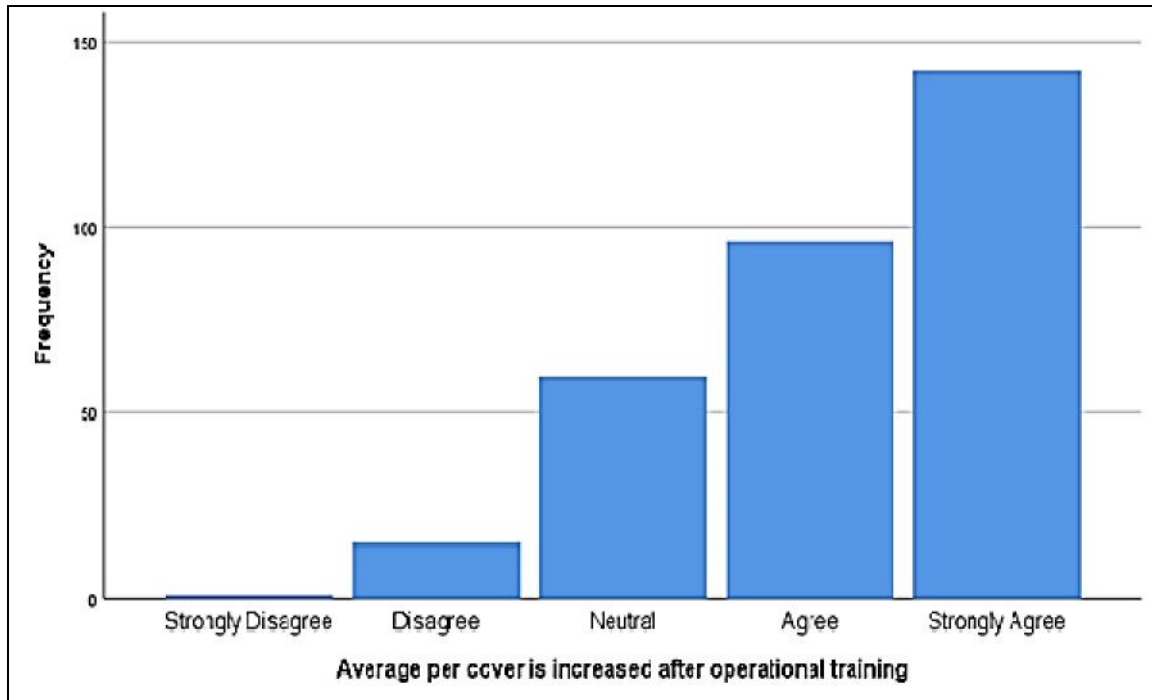
Table 4.4.47- Statistics for variable Average per cover – 24

<b>Mean</b>	4.16
<b>Median</b>	4.00
<b>Std. Deviation</b>	.917

Table 4.4.48- Frequency chart for variable Average per cover – 24

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	1	.3	.3
Disagree	15	4.8	5.1
Neutral	60	19.1	24.2
Agree	96	30.6	54.8
Strongly Agree	142	45.2	100.0
Total	314	100.0	

Figure 4.4.25- Bar chart for variable Average per cover -24



**Findings 24:** Around 45.2% strongly agree that Average per cover is increased after operational training, 30.6% agree, 19.1% find neutral, 4.8% disagree and 0.3% strongly disagree. More response towards agreement on the statement of increase in APC after operational training in F&B service department.

**Q.25- Better F&B menu knowledge is developed in employees after operational training**

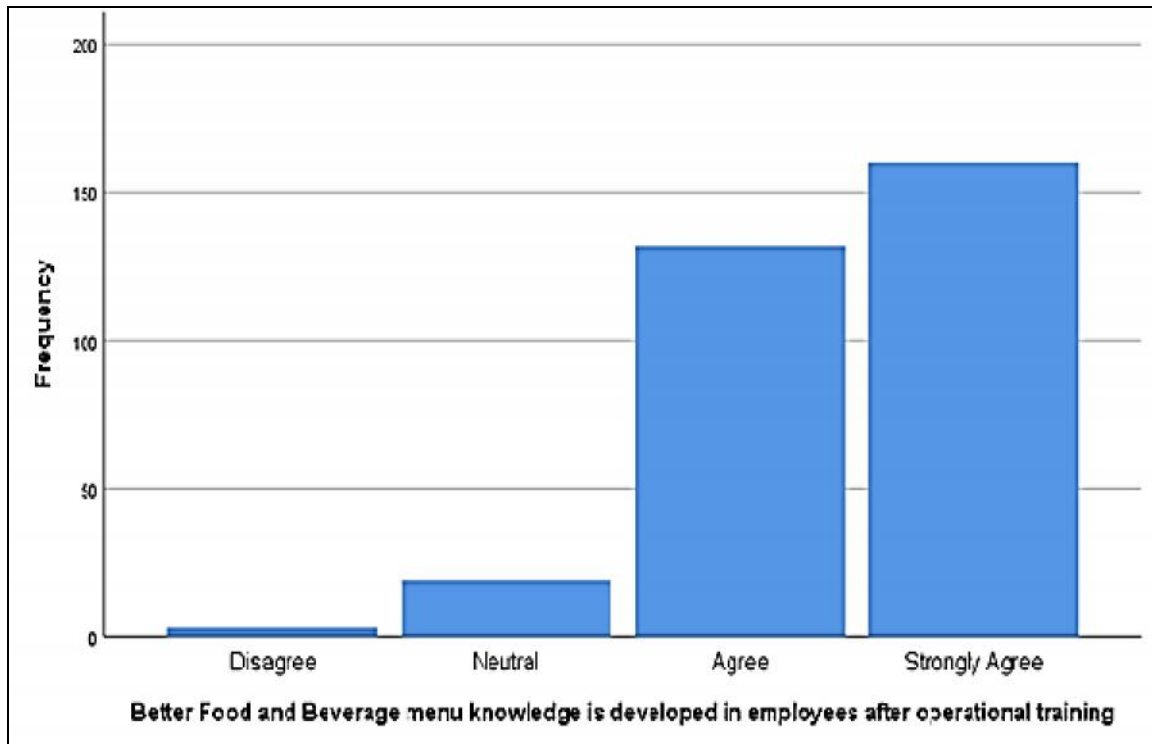
Table 4.4.49- Statistics for variable menu knowledge -25

<b>Mean</b>	4.43
<b>Median</b>	5.00
<b>Std. Deviation</b>	.652

Table 4.4.50- Frequency chart for variable menu knowledge -25

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	3	1.0	1.0
Neutral	19	6.1	7.0
Agree	132	42.0	49.0
Strongly Agree	160	51.0	100.0
Total	314	100.0	

Figure 4.4.26- Bar chart for variable menu knowledge – 25



**Findings 25:** 51% staff strongly agree that their menu knowledge is developed after operational training around 42% agree, 6.1% said it as neutral and 1% disagree. As the findings suggest more respondents agreed that menu knowledge is developed in F&B service employees after operational training.

**Q.26- Operational training has improved my team service efficiency**

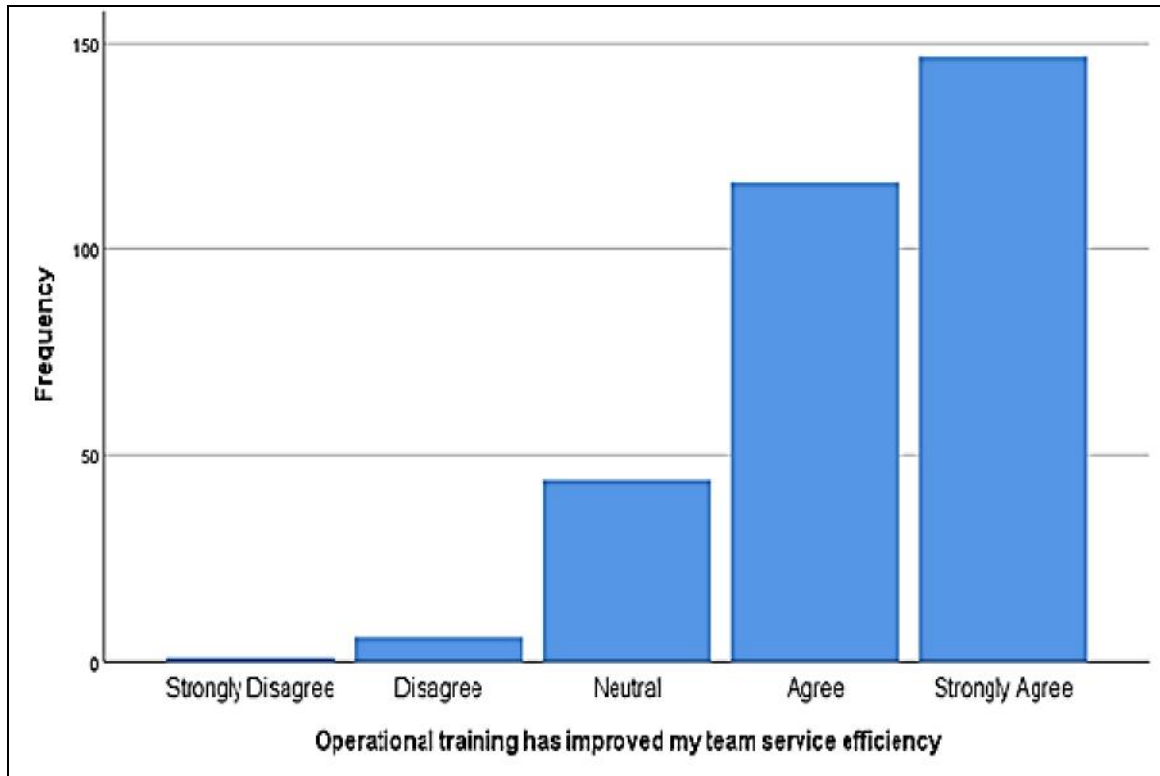
Table 4.4.51 - Statistics for variable team service efficiency - 26

<b>Mean</b>	4.28
<b>Median</b>	4.00
<b>Std. Deviation</b>	.798

Table 4.4.52 -Frequency chart for variable team service efficiency – 26

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	1	.3	.3
Disagree	6	1.9	2.2
Neutral	44	14.0	16.2
Agree	116	36.9	53.2
Strongly Agree	147	46.8	100.0
Total	314	100.0	

Figure 4.4.27-Bar chart for variable team service efficiency -26



**Findings 26:** Effect of operational training on team service efficiency, 46.8% strongly agree, 36.9% agree 14% gave neutral response, 1.9% disagree and 0.3% strongly disagree. There is more agreement on the statement of operational training improves team service efficiency in the F&B service department.

**Q.27- As a result of operational training, customers feel like value for money is received for the meal experience.**

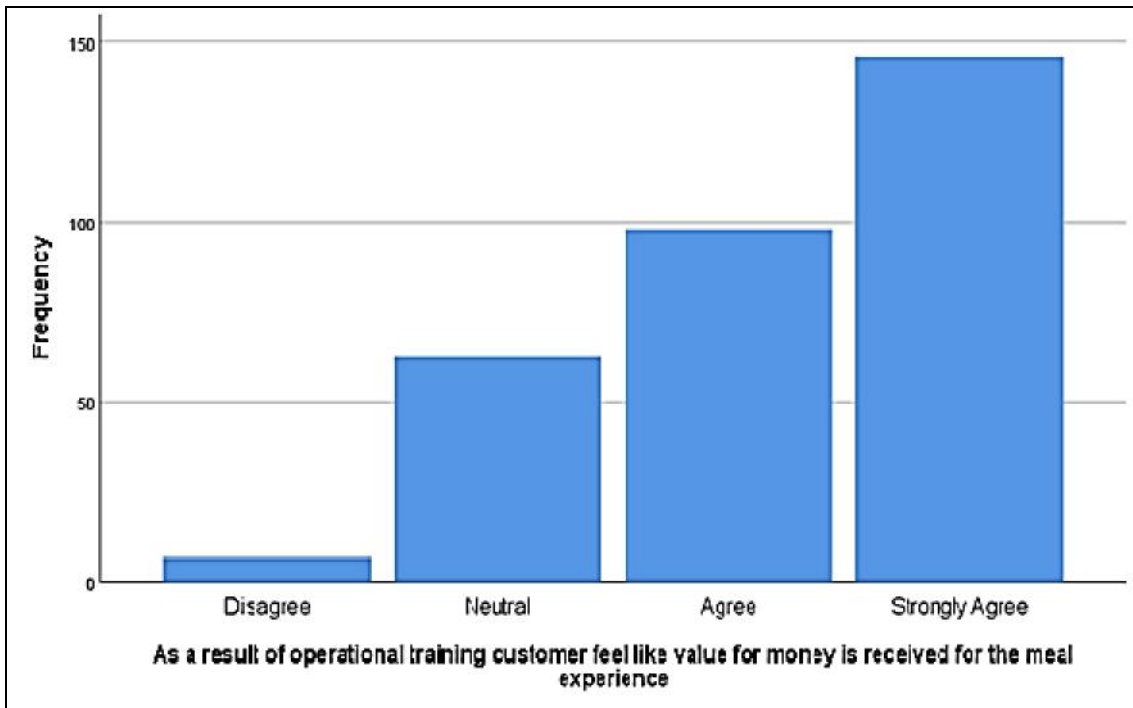
Table 4.4.53 - Statistics for variable customer feel like value for money is received for the meal experience-27

<b>Mean</b>	4.22
<b>Median</b>	4.00
<b>Std. Deviation</b>	.842

Table 4.4.54 - Frequency chart for variable customer feel like value for money is received for the meal experience -27

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	7	2.2	2.2
Neutral	63	20.1	22.3
Agree	98	31.2	53.5
Strongly Agree	146	46.5	100.0
Total	314	100.0	

Figure 4.4.28- Bar chart for variable customer feel like value for money is received for the meal experience -27



**Findings 27:** Almost 46.5% of operational staff responded saying that they strongly agree that customers feel like value of money is received by them for their meal as a result of the operational training program, 31.2% agree, 20.1% find it neutral and around 2.2% disagree with this. This shows the customer meal experiences are enhanced as an after effect of operational trainings which are provided to F&B service staff. The staff is more professional and with enhanced service skills and delivering better guest services due to trainings. As the operational level staff is in contact with the guest directly, the feedback on guest meal experience is known to them.



**Q.28- Better equipment inventory management in department is seen after operational training.**

Table 4.4.55 - Statistics for variable Better equipment inventory management – 28

<b>Mean</b>	4.39
<b>Median</b>	4.00
<b>Std. Deviation</b>	.689

Table 4.4.56- Frequency chart for variable Better equipment inventory management -28

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	4	1.3	1.3
Neutral	25	8.0	9.2
Agree	130	41.4	50.6
Strongly Agree	155	49.4	100.0
Total	314	100.0	

Figure 4.4.29- Bar chart for variable Better equipment inventory management -28



**Findings 28:** Better equipment inventory management in department is seen after operational training to this 49.4% respondents strongly agree, 41.4% agree, 8% are neutral and 1.3% disagree. Strongly agreed with responses towards better equipment inventory management in F&B service department is seen after operational training.

**Q.29- Shift timings are enough to finish my work/task properly due to operational training.**

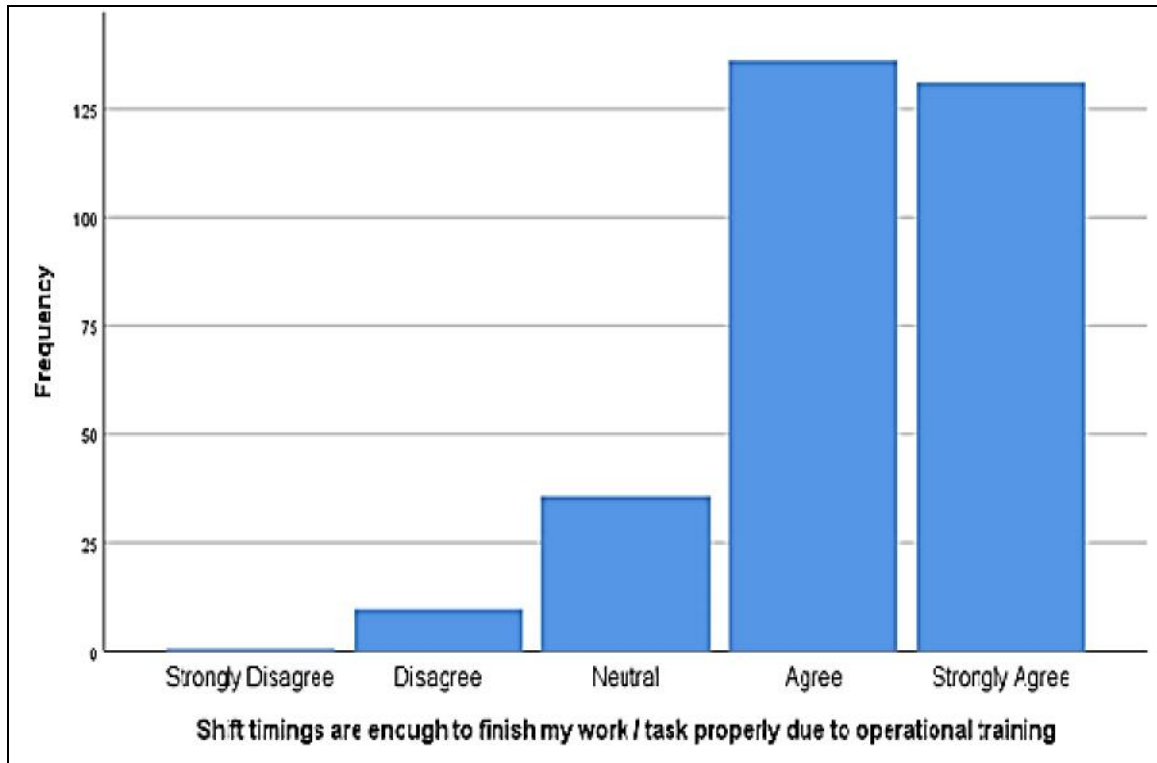
Table 4.4.57- Statistics for variable finish my work/task properly -29

<b>Mean</b>	4.23
<b>Median</b>	4.00
<b>Std. Deviation</b>	.798

Table 4.4.58- Frequency chart for variable finish my work/task properly -29

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	1	.3	.3
Disagree	10	3.2	3.5
Neutral	36	11.5	15.0
Agree	136	43.3	58.3
Strongly Agree	131	41.7	100.0
Total	314	100.0	

Figure 4.4.30 - Bar chart for variable finish my work / task properly – 29



**Findings 29:** As a result of operational training the work or task is done properly in given shift timing to this about 41.7% strongly agree, 43.3% agree, 11.5% are neutral, 3.2% disagree and 0.3% strongly disagree.

**Q.30- I am improving in handling number of covers due to operational training**

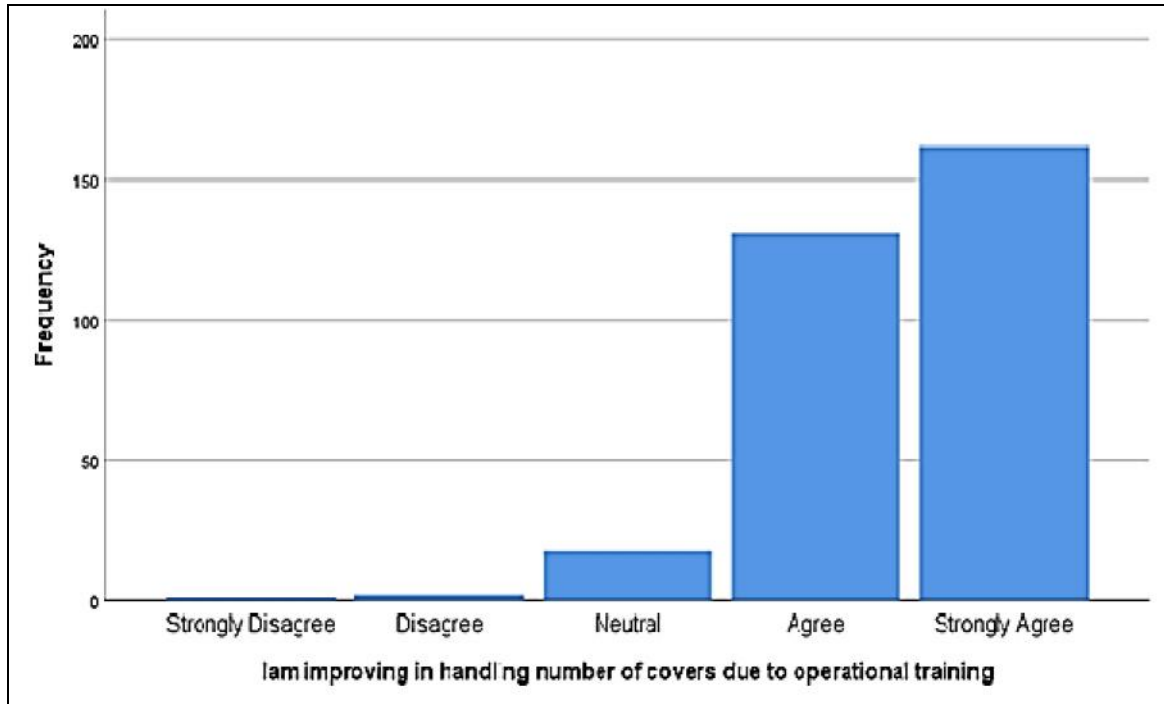
Table 4.4.59- Statistics for variable handling number of covers -30

<b>Mean</b>	4.44
<b>Median</b>	5.00
<b>Std. Deviation</b>	.662

Table 4.4.60- Frequency chart for variable handling number of covers – 30

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Strongly Disagree	1	.3	.3
Disagree	2	.6	1.0
Neutral	18	5.7	6.7
Agree	131	41.7	48.4
Strongly Agree	162	51.6	100.0
Total	314	100.0	

Figure 4.4.31 - Bar chart for variable handling number of covers -30



**Findings 30:** Due to operational training the improvement is seen in handling number of covers, this statement is strongly agreed by 51.6% agreed by 41.7%, 5.7% said neutral, 0.6% disagree and 0.3% strongly disagree. Lot of respondents agreed to improvement in handling number of covers due to operational training in F&B service department.

#### 4.4.2 Manager level employees

##### Q.1- Gender of the Respondents

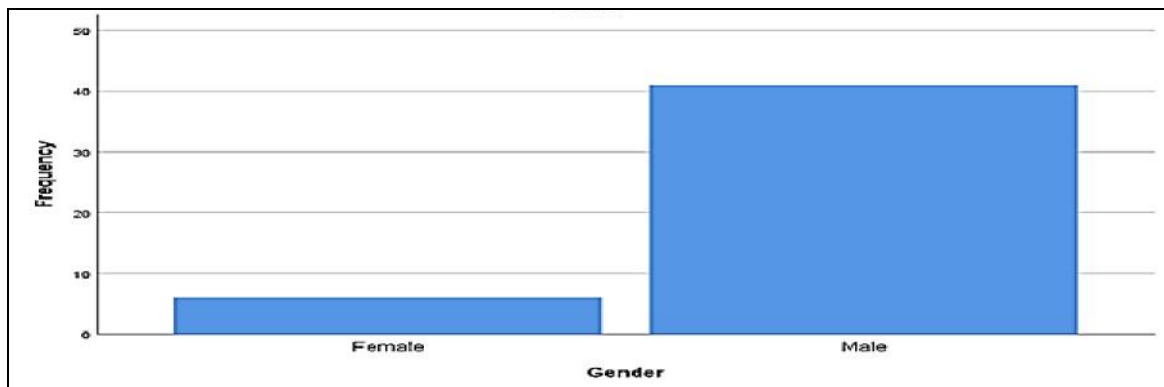
Table 4.4.61 - Statistics for variable Gender of manager level staff - 1

<b>Mean</b>	1.87
<b>Median</b>	2.00
<b>Std. Deviation</b>	.337

Table 4.4.62- Frequency chart for variable Gender of manager level staff – 1

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Female	6	12.8	12.8
Male	41	87.2	100.0
Total	47	100.0	

Figure 4.4.32 - Bar chart for variable Gender of manager level staff – 1



**Findings 1:** The findings suggest that there are more number of male staff working in F&B service department as outlet managers in Pune five star Hotels which is 87.2% and females are 12.8%. As seen earlier in fig ( 4.4.1 )also that even at operational level there is dominance presence of male staff.

**Q.2- Qualification of Respondents.**

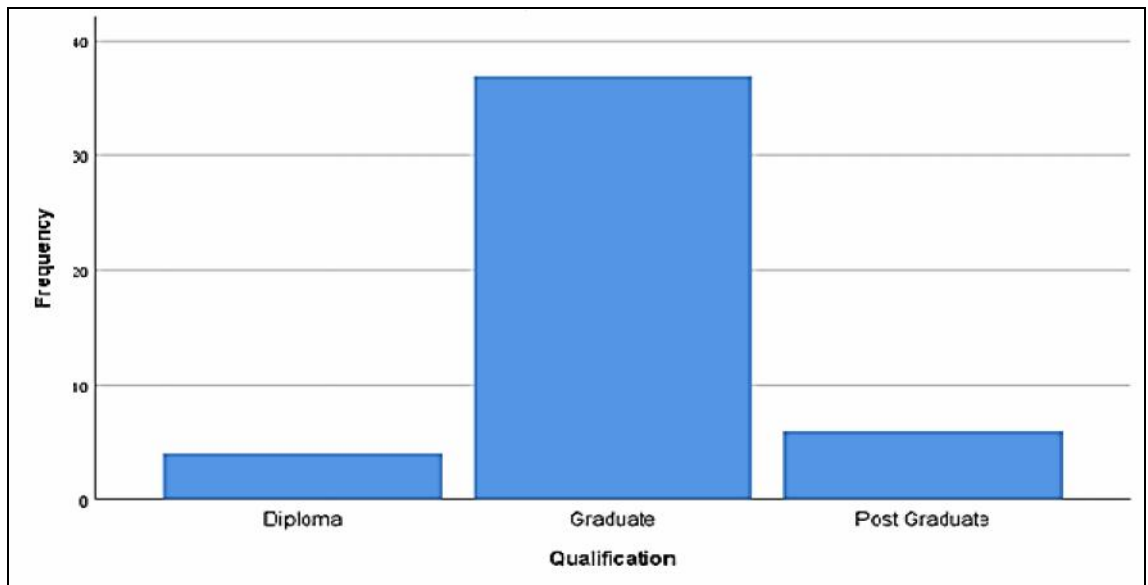
Table 4.4.63 - Statistics for variable Qualification of Respondents – 2

<b>Mean</b>	2.04
<b>Median</b>	2.00
<b>Std. Deviation</b>	.464

Table 4.4.64 - Frequency chart for variable Qualification of Respondents -2

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Diploma	4	8.5	8.5
Graduate	37	78.7	87.2
Post Graduate	6	12.8	100.0
Total	47	100.0	

Figure 4.4.33- Bar chart for variable Qualification of Respondents – 2



**Findings 2:** The outlet managers from F&B service department are 78.7% graduates and some 12.8% are post graduates and 8.5% diploma holders.



**Q.3- Total Years of Experience.**

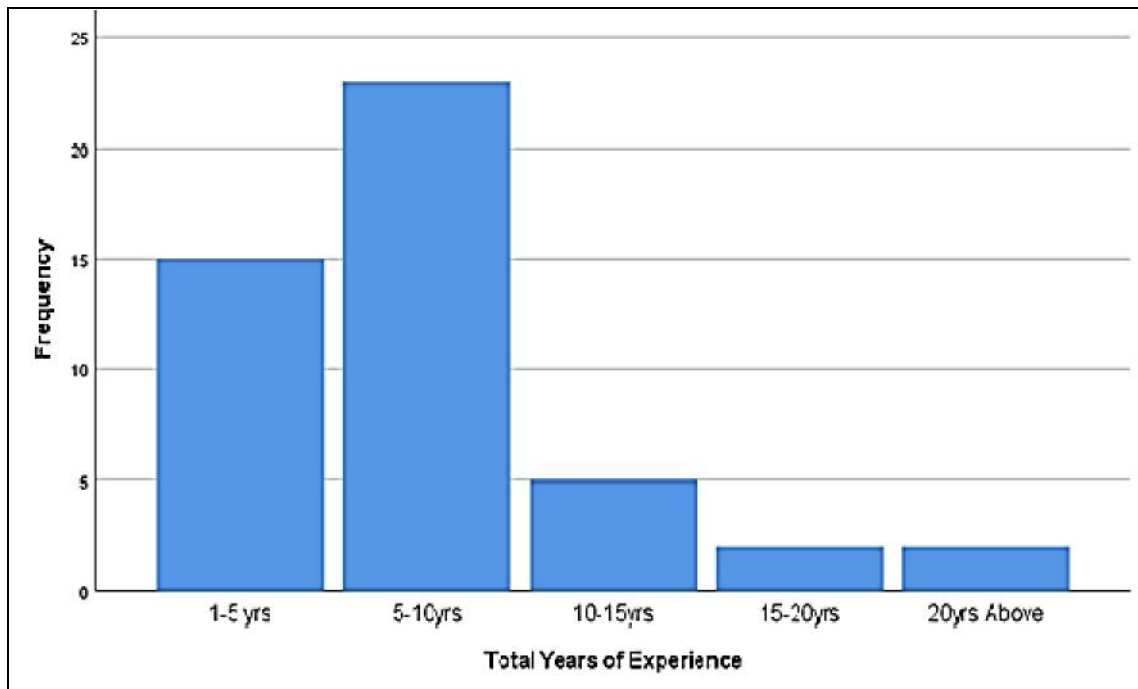
Table 4.4.65 - Statistics for variable Experience of manager staff – 3

<b>Mean</b>	2.00
<b>Median</b>	2.00
<b>Std. Deviation</b>	1.00

Table4.4.66- Frequency chart for variable Experience of manager staff – 3

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
1-5yrs	15	31.9	31.9
5-10yrs	23	48.9	80.9
10-15yrs	5	10.6	91.5
15-20yrs	2	4.3	95.7
20yrs Above	2	4.3	100.0
<b>Total</b>	<b>47</b>	<b>100.0</b>	

Figure 4.4.34- Bar chart for variable – 3



**Findings 3:** The above given response from F&B service outlet managers suggest that 48.9% of respondents are experienced between 5-10 yrs. of range , and 31.9% are between 1-5 years of experience , about 10.6% are with 10-15 yrs of experience . Around 4.3% are above 15- 20 years and 4.3% are above 20 years of experience.

**Q.4- How important do you think is the link between employee behavior (as result of operation training) to business results (like retain customer, seat turnover rate etc.)**

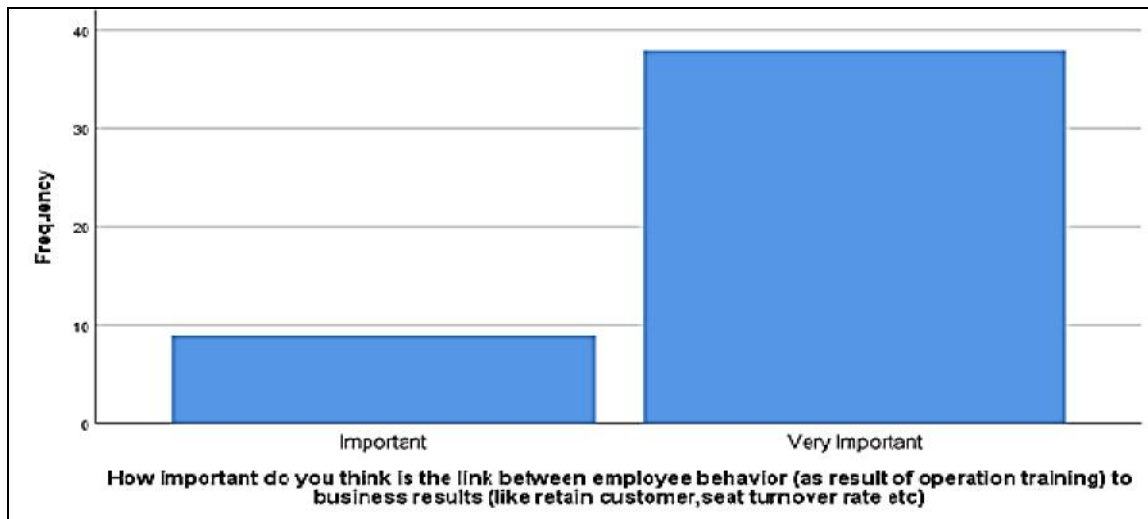
Table 4.4.67- Statistics for variable employee behavior to business results – 4

<b>Mean</b>	4.81
<b>Median</b>	5.00
<b>Std. Deviation</b>	.398

Table 4.4.68- Frequency chart for variable employee behavior to business results – 4

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Important	9	19.1	19.1
Very Important	38	80.9	100.0
Total	47	100.0	

Figure 4.4.35- Bar chart for variable employee behavior to business results – 4



**Findings 4:**The link between operational training and business results (like retain customer, seat turnover rate etc.) is very important as responded by 80.9% F&B service department outlet managers and 19.1% managers find it as important. The outlet manager have suggested that importance of operational training is linked to business.

**Q.5- How important it is to link operation training results with monetary results?**

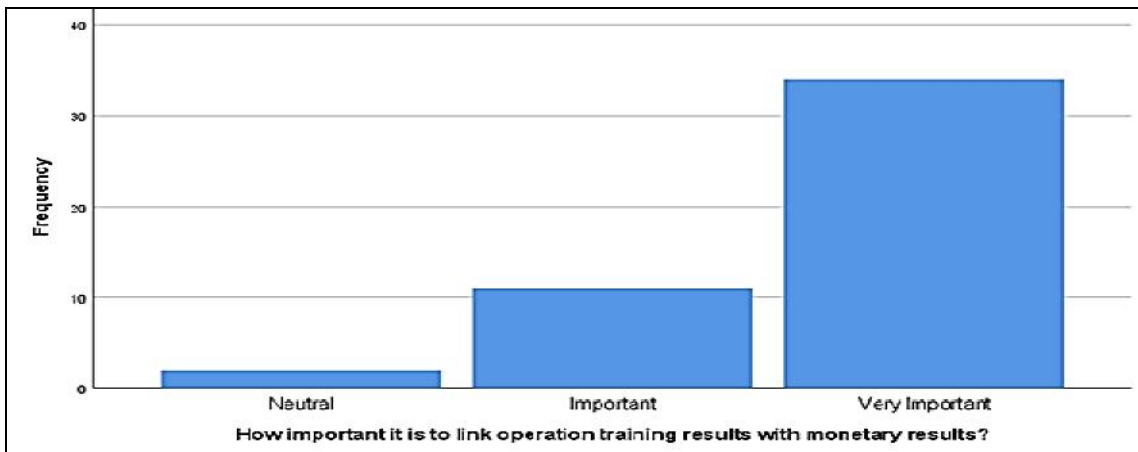
Table 4.4.69- Statistics for variable important link operation training results with monetary results – 5

<b>Mean</b>	4.68
<b>Median</b>	5.00
<b>Std. Deviation</b>	.556

Table 4.4.70 - Frequency chart for variable important link operation training results with monetary results – 5

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	2	4.3	4.3
Important	11	23.4	27.7
Very Important	34	72.3	100.0
Total	47	100.0	

Figure 4.4.36- Bar chart for variable important link operation training results with monetary results – 5



**Findings 5:** The link between operational training results and monetary results is considered very important by 72.3% outlet managers, 23.4% find it important and 4.3% find it neutral. No respondent disagree to the above statement.

**Q.6. How important it is to take follow up actions, based on operations training evaluation results?**

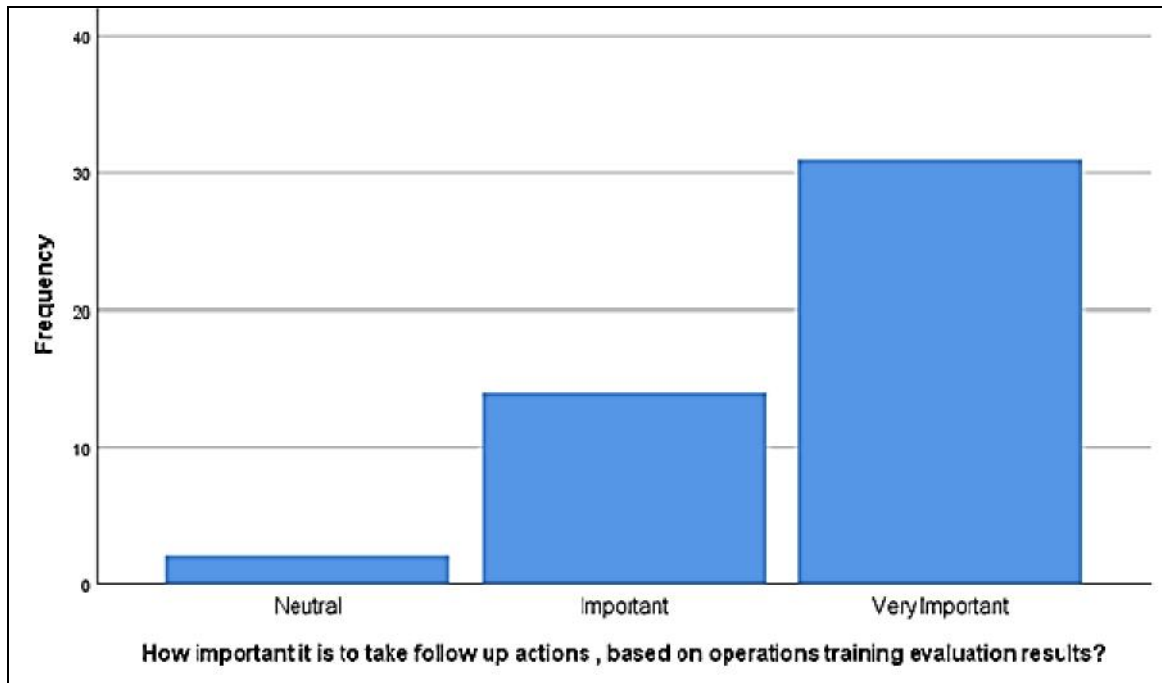
Table 4.4.71 - Statistics for variable follow up actions, based on operations training evaluation results – 6

<b>Mean</b>	4.62
<b>Median</b>	5.00
<b>Std. Deviation</b>	.573

Table 4.4.72 - Frequency chart for variable follow up actions, based on operations training evaluation results – 6

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	2	4.3	4.3
Important	14	29.8	34.0
Very Important	31	66.0	100.0
Total	47	100.0	

Figure 4.4.37- Bar chart for variable follow up actions, based on operations training evaluation results – 6



**Findings 6:** Importance of taking follow up actions based on operation training evaluation results is very important as per 66% outlet managers, important for 29.8% and 4.3% find it neutral. No manager disagree to the above statement.

**Q.7. How important are the following aspects when you consider, developing /imparting operational training program?**

a. The need and objective of corporate head office

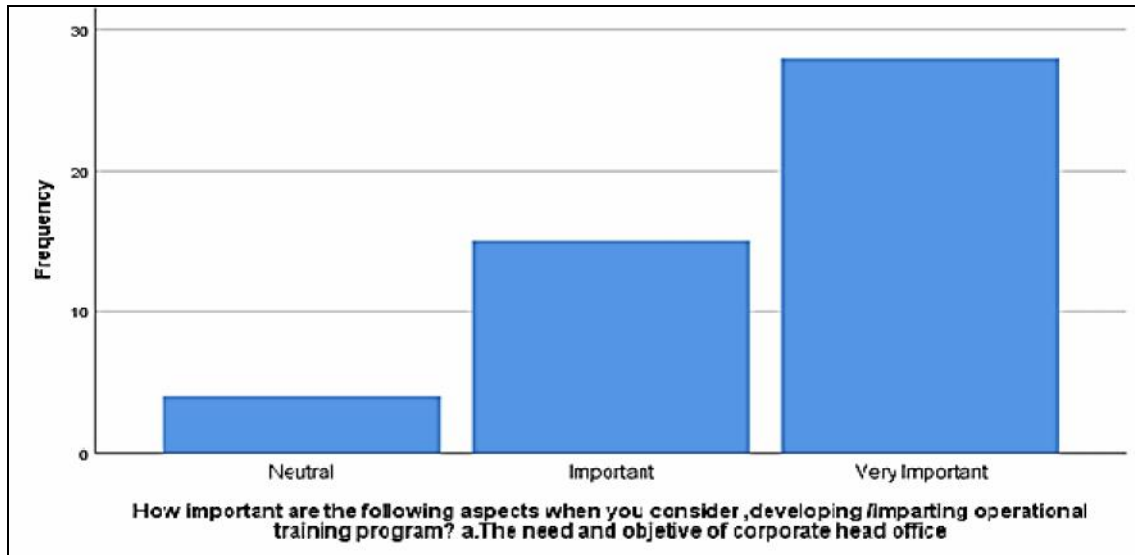
Table 4.4.73 - Statistics for variable the need and objective of corporate head office aspects when consider, developing /imparting operational training program? – 7

<b>Mean</b>	4.51
<b>Median</b>	5.00
<b>Std. Deviation</b>	.655

Table 4.4.74 - Frequency chart for variable - 7

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	4	8.5	8.5
Important	15	31.9	40.4
Very Important	28	59.6	100.0
Total	47	100.0	

Figure 4.4.38- Bar chart for variable the need and objective of corporate head office aspects when consider, developing /imparting operational training program?– 7



**Findings 7:** The need and objective of corporate head office importance as an aspects in, developing / imparting operational training program to this most of mangers find it important. As shown in bar chart 59.6% find it very important, 31.9% find it important and 8.5% find it neutral.



**Q.8. How important are the following aspects when you consider, developing /imparting operational training program?**

b. Personal experience

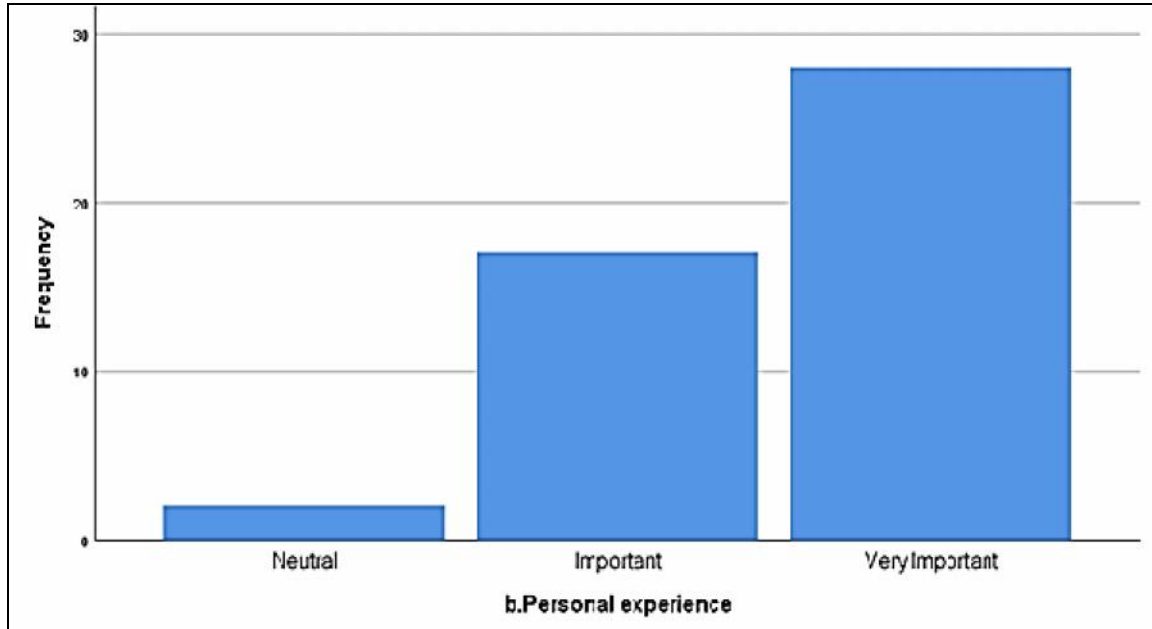
Table 4.4.75 - Statistics for variable Personal experience aspects when consider, developing /imparting operational training program?– 8

<b>Mean</b>	4.55
<b>Median</b>	5.00
<b>Std. Deviation</b>	.583

Table 4.4.76- Frequency chart for variable Personal experience aspects when consider, developing /imparting operational training program?– 8

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	2	4.3	4.3
Important	17	36.2	40.4
Very Important	28	59.6	100.0
Total	47	100.0	

Figure 4.4.39- Bar chart for variable Personal experience aspects when consider, developing /imparting operational training program?– 8



**Findings 8:** Personal experience as an aspects when consider, developing /imparting operational training program is considered important by many respondents 59.6 % find very important, 36.2 % important and 4.3% neutral.

**Q.9. How important are the following aspects when you consider, developing /imparting operational training program?**

c. Colleagues Feedback

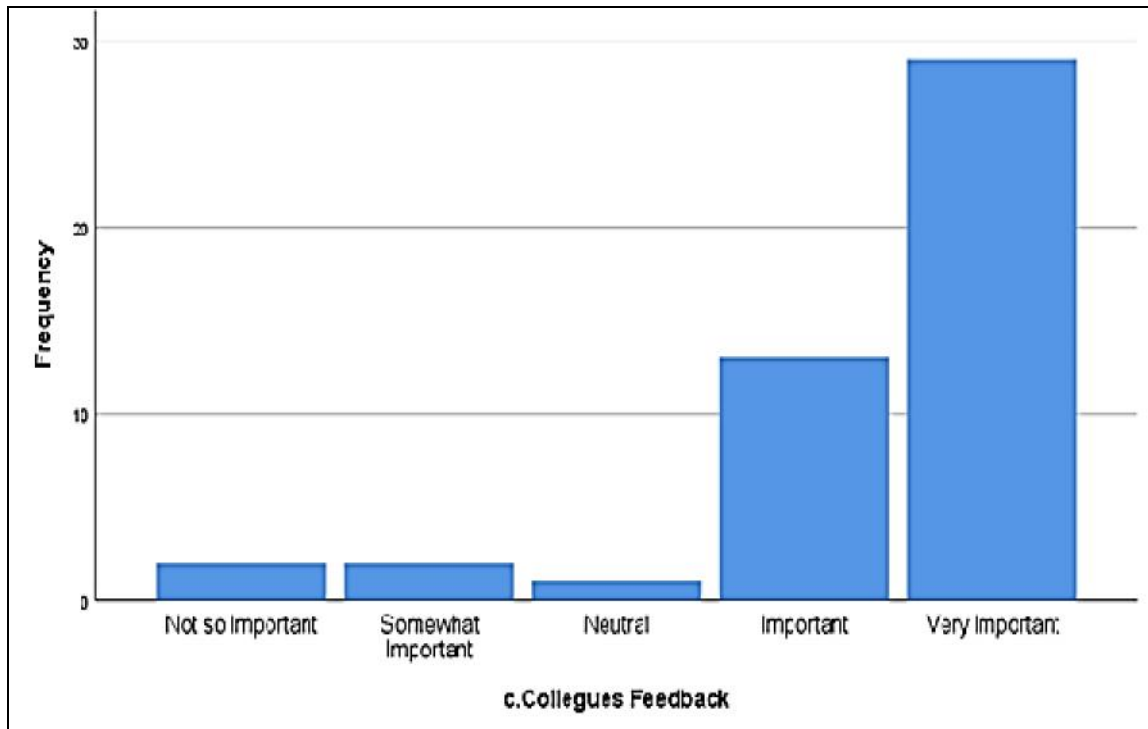
Table 4.4.77- Statistics for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9

<b>Mean</b>	4.38
<b>Median</b>	5.00
<b>Std. Deviation</b>	1.033

Table 4.4.78- Frequency chart for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Not so Important	2	4.3	4.3
Somewhat Important	2	4.3	8.5
Neutral	1	2.1	10.6
Important	13	27.7	38.3
Very Important	29	61.7	100.0
Total	47	100.0	

Figure 4.4.40 - Bar chart for variable Colleagues Feedback aspects when consider, developing /imparting operational training program? – 9



**Findings 9:** Colleague’s feedback aspects when you consider, developing /imparting operational training program. As bar chart shows 61.7% find Very important, 27.7% find important, 2.1% neutral, 4.3% find somewhat important and not so important.

**Q.10. How important are the following aspects when you consider, developing /imparting operational training program?**

d. Competition

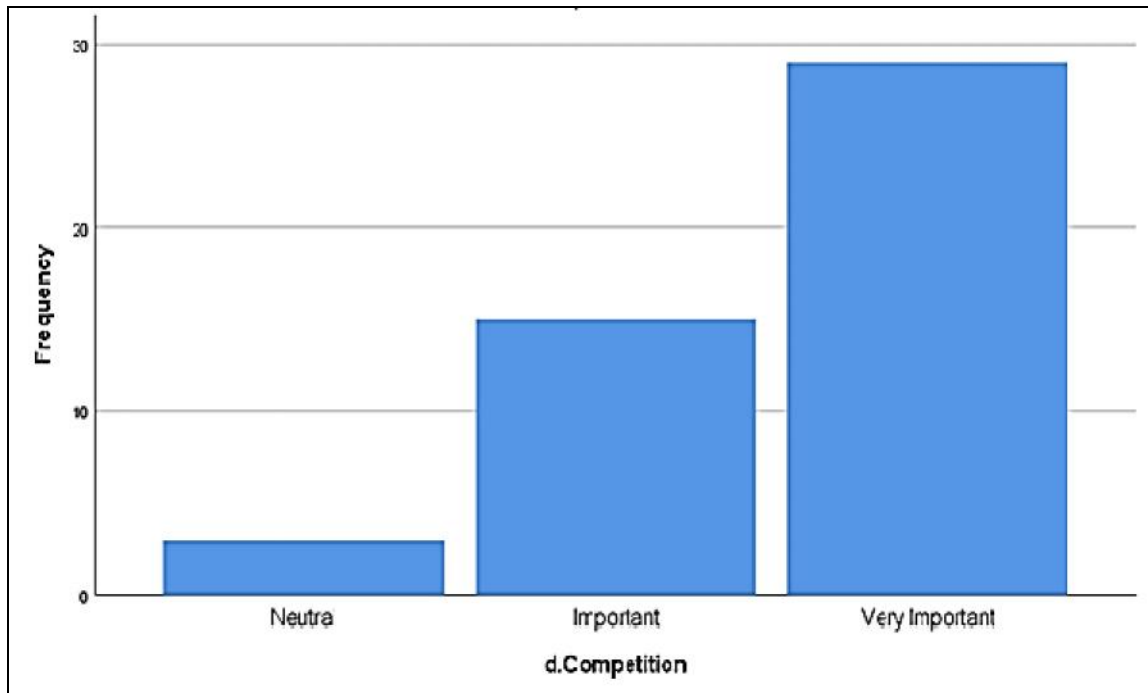
Table 4.4.79- Statistics for variable competition aspects when consider, developing /imparting operational training program? – 10

<b>Mean</b>	4.55
<b>Median</b>	5.00
<b>Std. Deviation</b>	.619

Table 4.4.80 - Frequency chart for variable competition aspects when consider, developing /imparting operational training program? – 10

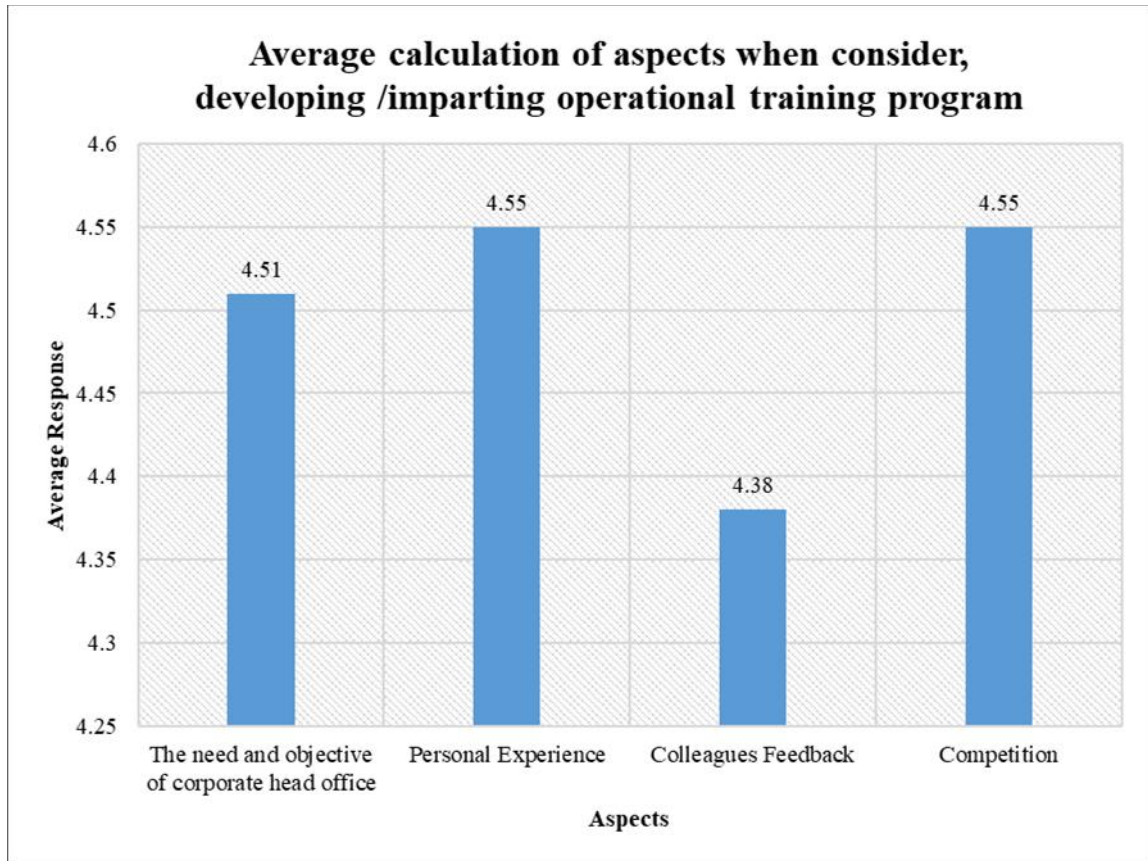
	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	3	6.4	6.4
Important	15	31.9	38.3
Very Important	29	61.7	100.0
Total	47	100.0	

Figure 4.4.41 - Bar chart for variable competition aspects when consider, developing /imparting operational training program? – 10



**Findings 10:** Competition aspects when you consider, developing /imparting operational training program, manager find it important. As seen in bar chart 61.7% find it very important, 31.9% find it important and 6.4 % find it neutral.

Figure 4.4.42- Bar chart for comparison of variable 7, 8, 9, 10.



**Findings comparison of variable 7, 8, 9, 10 :** As seen in the bar chart Competition and Personal experience are seen as priority and followed by need and objective of corporate head office and colleague feedback as important aspects when planning operational training for staff.

**Q.11. There is increased seat turnover after operational training program**

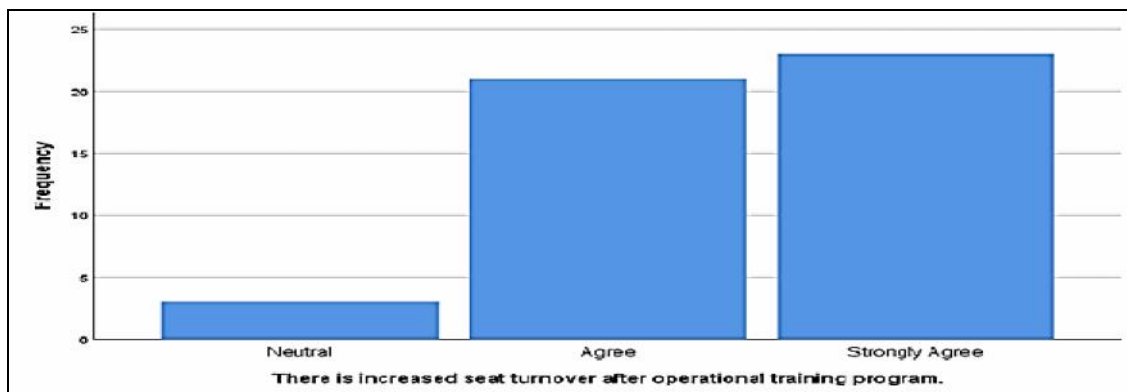
Table 4.4.81 - Statistics for variable increased seat turnover after operational training program – 11

<b>Mean</b>	4.43
<b>Median</b>	4.00
<b>Std. Deviation</b>	.617

Table 4.4.82 - Frequency chart for variable increased seat turnover after operational training program – 11

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	3	6.4	6.4
Agree	21	44.7	51.1
Strongly Agree	23	48.9	100.0
Total	47	100.0	

Figure 4.4.43- Bar chart for variable increased seat turnover after operational training program – 11



**Findings 11:** Increase in seat turnover after operational training this is strongly agreed by 48.9 % outlet managers, agreed by 44.7% outlet managers and 6.4 % find it neutral.



**Q.12. Customer Average spend is increased in the department /outlet after operational training.**

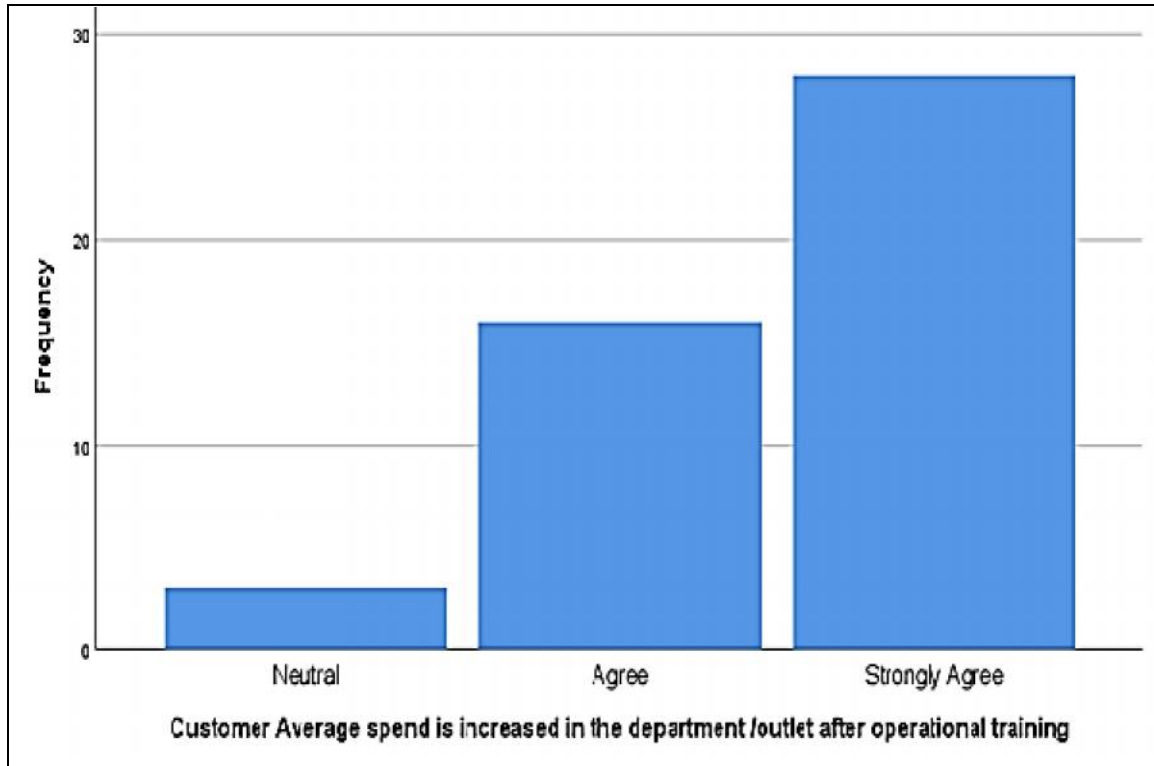
Table 4.4.83 - Statistics for variable Average spend is increased in the department /outlet after operational training.– 12

<b>Mean</b>	4.53
<b>Median</b>	5.00
<b>Std. Deviation</b>	.620

Table 4.4.84 - Frequency chart for variable Average spend is increased in the department /outlet after operational training.– 12

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	3	6.4	6.4
Agree	16	34.0	40.4
Strongly Agree	28	59.6	100.0
Total	47	100.0	

Figure 4.4.44- Bar chart for variable Average spend is increased in the department /outlet after operational training.- 12



**Findings 12 :** Customer average spend is increased in the F&B service department after operational training is strongly agreed by 59.6 % and agreed by 34 % and neutral by 6.4 %.

**Q.13. Average per Cover is increased after operational training**

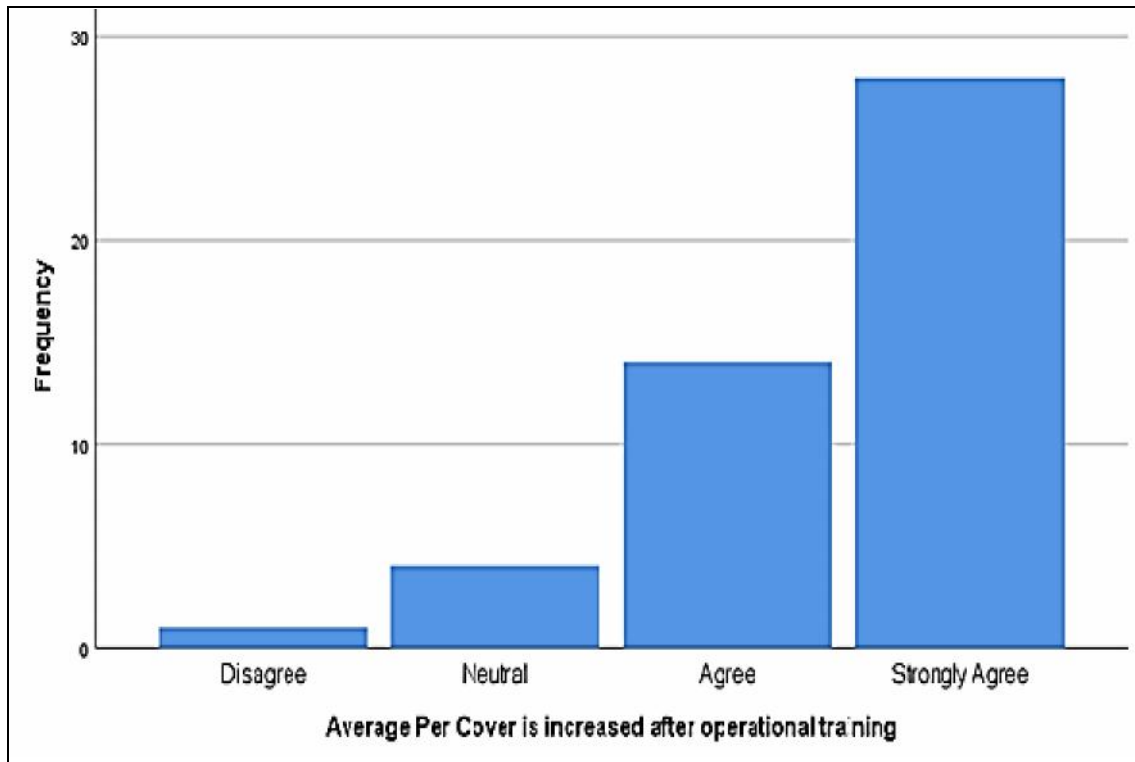
Table 4.4.85 - Statistics for variable Average per Cover is increased after operational training – 13

<b>Mean</b>	4.47
<b>Median</b>	5.00
<b>Std. Deviation</b>	.747

Table 4.4.86- Frequency chart for variable Average per Cover is increased after operational training – 13

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Disagree	1	2.1	2.1
Neutral	4	8.5	10.6
Agree	14	29.8	40.4
Strongly Agree	28	59.6	100.0
Total	47	100.0	

Figure 4.4.45- Bar chart for variable Average per Cover is increased after operational training – 13



**Findings 13:** APC i.e. average per cover is increased after operational training is strongly agreed by 59.6%, agreed by 29.8%, neutral response by 8.5% and disagreed by 2.1%.

**Q.14. More departmental profits are achieved after operational training**

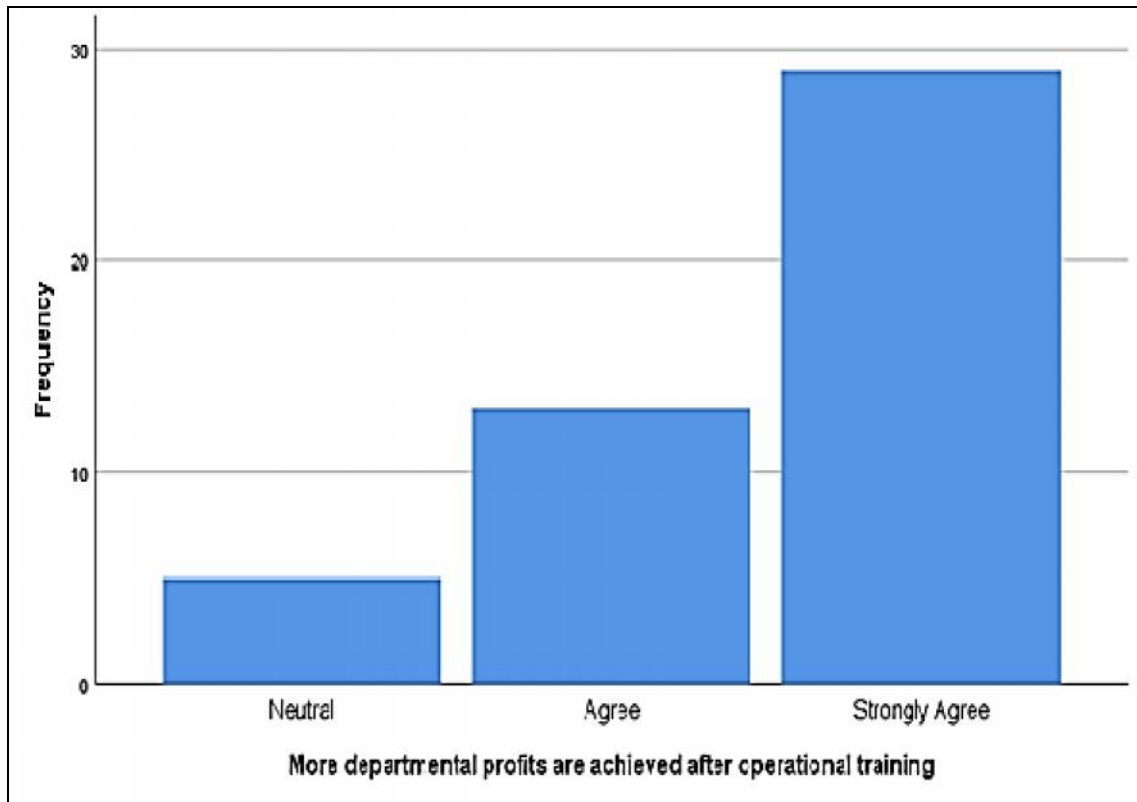
Table 4.4.87- Statistics for variable More departmental profits are achieved after operational training -14

<b>Mean</b>	4.51
<b>Median</b>	5.00
<b>Std. Deviation</b>	.688

Table 4.4.88- Frequency chart for variable More departmental profits are achieved after operational training -14

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	5	10.6	10.6
Agree	13	27.7	38.3
Strongly Agree	29	61.7	100.0
Total	47	100.0	

Figure 4.4.46- Bar chart for variable More departmental profits are achieved after operational training -14



**Findings 14:** It can be observed that most of the F&b service outlet managers agree on the statement that more departmental profits are achieved as an after effect of operational training in F&B service department . In all about 61.7% managers strongly agree with it , 27.7% agree and 10.6% response is of it as neutral.

**Q.15. Better equipment inventory management in the department is seen after operational training**

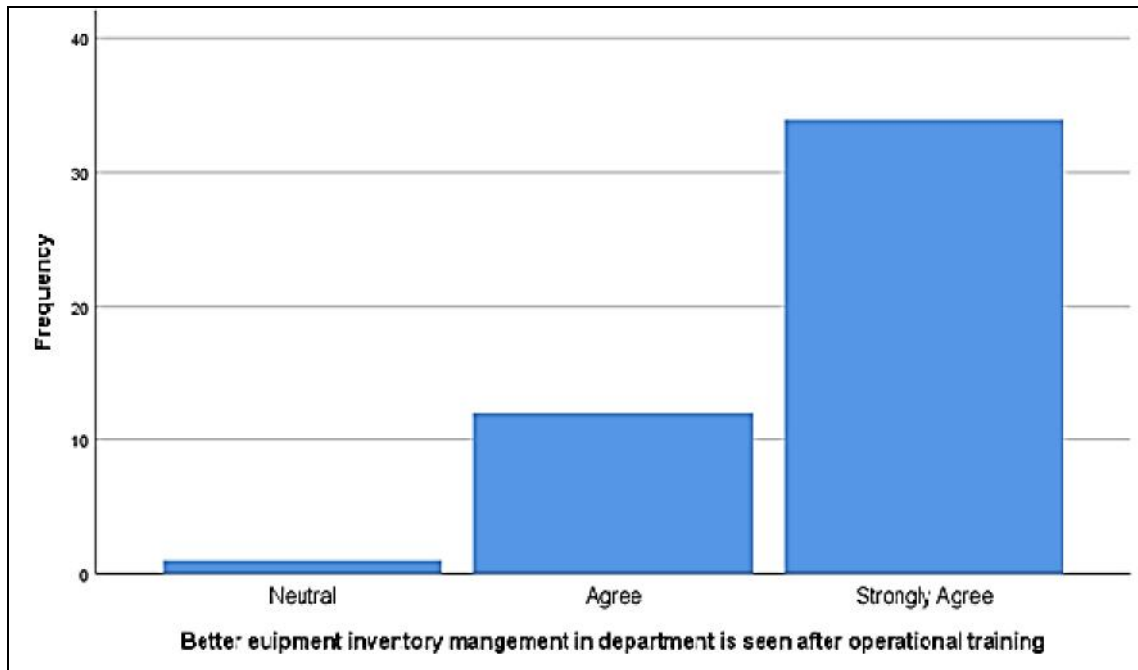
Table 4.4.89- Statistics for variable Better equipment inventory management in the department is seen after operational training – 15

<b>Mean</b>	4.70
<b>Median</b>	5.00
<b>Std. Deviation</b>	.507

Table 4.4.90 - Frequency chart for variable Better equipment inventory management in the department is seen after operational training – 15

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	1	2.1	2.1
Agree	12	25.5	27.7
Strongly Agree	34	72.3	100.0
Total	47	100.0	

Figure 4.4.47- Bar chart for variable Better equipment inventory management in the department is seen after operational training – 15



**Findings 15:** Better equipment inventory management in the department is seen after operational training is strongly agreed by 72.3% outlet manager 25.5% agreed by outlet manager and 2.1% find it neutral.



**Q.16. Guest complaints are reduced after operational training**

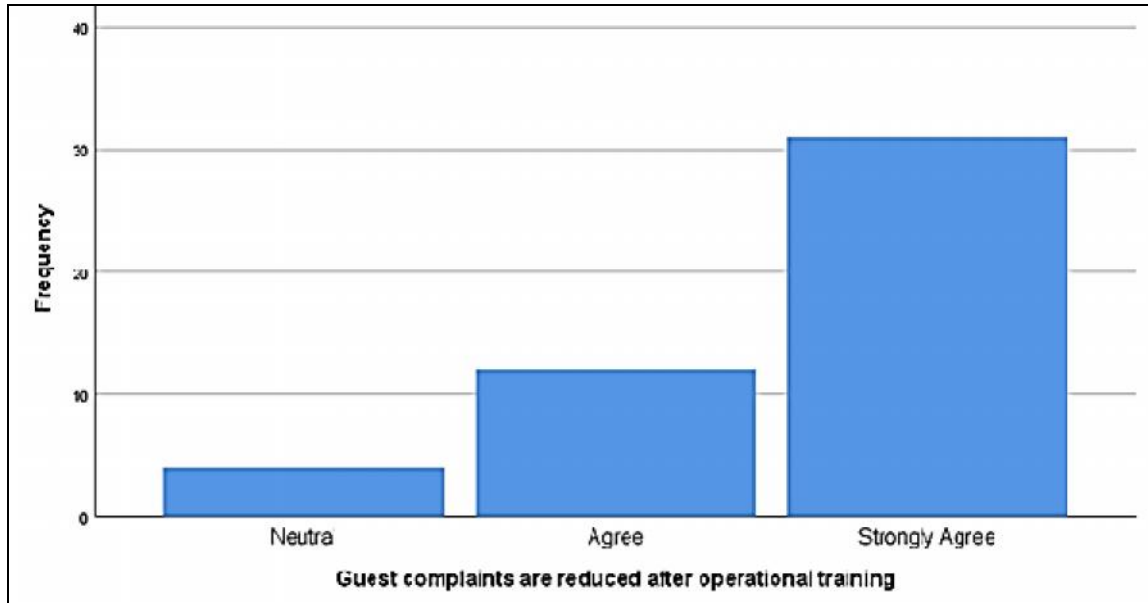
Table 4.4.91 - Statistics for variable Guest complaints are reduced after operational training – 16

<b>Mean</b>	4.57
<b>Median</b>	5.00
<b>Std. Deviation</b>	.651

Table 4.4.92 - Frequency chart for variable Guest complaints are reduced after operational training – 16

	<b>Frequency</b>	<b>%age</b>	<b>Total %age</b>
Neutral	4	8.5	8.5
Agree	12	25.5	34.0
Strongly Agree	31	66.0	100.0
Total	47	100.0	

Figure 4.4.48- Bar chart for variable Guest complaints are reduced after operational training – 16



**Findings 16:** The findings suggest that 66% strongly agree that guest complaint are reduced after operational training, 25.5% agree and 8.5 % find it neutral. There is positive support towards the statement of “guest complaints are less as a result of operational training which resulted in improvement in menu knowledge of staff , enhanced meal experience, team efficiency amongst employees , in various outlet seat turnover, equipment inventory management, and increase in APC i.e average per cover”.

#### 4.5 VALIDATION OF HYPOTHESIS – OPERATION STAFF

##### 4.5.1 Research Question No.-1

Whether there is an association between purpose of attending operational training and increase in effectiveness of the job performance?

**Statistical Test: Chi-Square test of contingency**

**Hypothesis:**

**H<sub>0</sub>:** There is no association between purpose of attending operational training and an increase in the effectiveness of job performance.

**H<sub>1</sub>:** There is association between purpose of attending operational training and increase in the effectiveness of job performance.

**Level of Significance = 0.05**

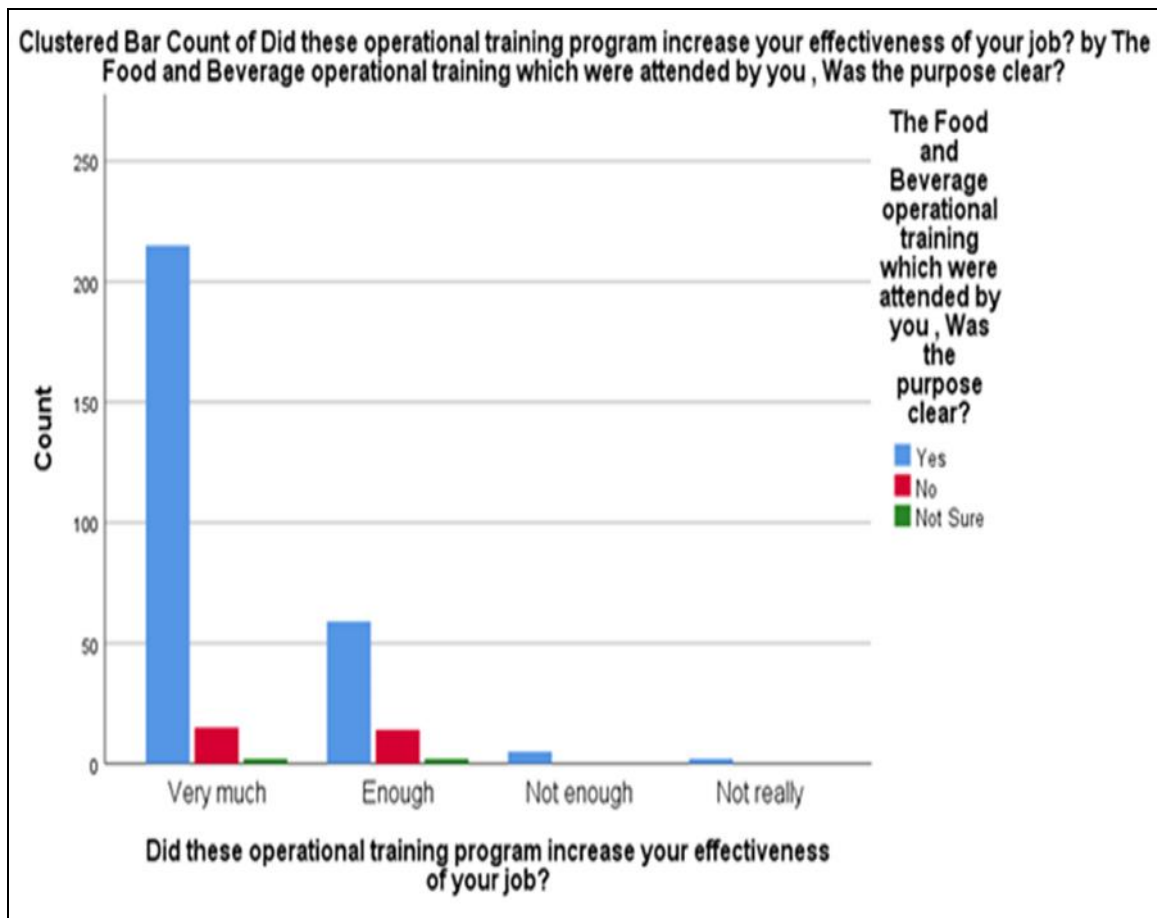
Table 4.4.93 - Test 1 Statistics

	Value	df	Asymptotic Significance (2-sided)
<b>Pearson Chi-Square</b>	12.668	6	0.049
<b>Likelihood Ratio</b>	11.765	6	0.067
<b>Linear-by-Linear Association</b>	4.708	1	0.030
<b>N of Valid Cases</b>	314		

**Observation:**  $\chi^2(6) = 12.668, P = 0.049$

**Findings:** As the p-value (0.049) is smaller than the significance level (0.05), it is not accepted the null hypothesis; therefore it is inferred that a link exists between the purpose of attending operational training and increase in effectiveness of the job performance.

Figure 4.4.49 - Chart



#### 4.5.2 Research Question No. - 2

Whether there is any difference in the perception of the operation staff about various training method?

**Statistical Test: Friedman chi-square test**

**Hypothesis:**

**H<sub>0</sub>:** There is no difference in the perception of the operation staff about various training methods.

**H<sub>1</sub>** There is difference in the perception of the operation staff about various training methods.

**Level of Significance = 0.05**

Table 4.4.94 - Friedman chi-square test 2 Chart

Test Statistics	
N	314
Chi-Square	216.365
df	6
Asymp. Sig.	.000

**Observation:**  $\chi^2(6) = 216.365, P = 0.000$

**Findings:** Since P value (0.00) is less than the level of Significance (0.05), alternate hypothesis is accepted; hence, it is concluded that there is significant difference in the perception of the operation staff about various training methods.

*Table 4.4.95 - Mean rank Chart*

	<b>Mean Rank</b>
Rate the operational training methods used for skill development in your Hotel – Role Play	4.52
Rate the operational training methods used for skill development in your Hotel - Apprenticeship	4.44
Rate the operational training methods used for skill development in your Hotel – On the Job Training	4.34
Rate the operational training methods used for skill development in your Hotel – Case Study	4.30
Rate the operational training methods used for skill development in your Hotel - Lecture	3.98
Rate the operational training methods used for skill development in your Hotel - Simulation	3.25
Rate the operational training methods used for skill development in your Hotel - CBT	3.17

In the above ranks table it can be seen that means of rating of operational training method Roleplay is 4.52, and CBT as 3.17.

### 4.5.3 Research Question No. – 3

Whether there is any difference in the perception of the managers of operational staff about the outcomes of training?

**Statistical Test: Friedman chi-square test**

**Hypothesis:**

**H<sub>0</sub>:** There is no difference in the perception of the managers of operational staff about the outcomes of training.

**H<sub>1</sub>:** There is a difference in the perception of the managers of operational staff about the outcomes of training.

**Level of Significance = 0.05**

Table 4.4.96- Test 3 Chart

Test Statistics	
N	47
Chi-Square	10.969
Df	5
Asymp. Sig.	0.47

**Observation:**  $\chi^2(5) = 10.969, P = 0.047$

**Findings:** Since p-value (0.047) is less than the level of significance (0.05), the null hypothesis is rejected; hence, it is concluded that there is a difference in the perception of the managers of operational staff about the outcomes of training.

Table 4.4.97- Mean rank Chart

	<b>Mean Rank</b>
Better equipment inventory management in department is seen after operational training	3.94
Guest complaints are reduced after operational training	3.64
Customer Average spend increased in the department /outlet	3.48
More departmental profits are achieved after operational training	3.40
Average Per Cover is increased after operational training	3.38
There is increased seat turnover after the operational training program.	3.16

From the Ranks table, it can be seen that means of perception of the managers of operational staff about the outcomes of training. Hence, better equipment inventory management after operational training is 3.94 and increased seat turnover after operational training as 3.16.



#### 4.5.4 Research Question No. – 4

Whether opportunity of F&B service operational training and improvement in handling covers are correlated?

**Statistical Test:** Spearman Rank Order Correlation

**Hypothesis:**

**H<sub>0</sub>:** There is no relationship between opportunity of F&B service operational training and handling number of covers.

**H<sub>1</sub>:** There is a significant relationship between opportunities of F&B service operational training and handling number of covers.

**Level of Significance = 0.05**

Table 4.4.98- Test 4 Chart

<b>Correlations</b>				
			Food and Beverage Service employees get opportunity to attend required operational training	I am improving in handling number of covers due to operational training
Spearman's rho	Food and Beverage Service employees get opportunity to attend required operational training	Correlation Coefficient	1.000	.454**
		Sig. (2-tailed)	.	.000
		N	314	314
	I am improving in handling number of covers due to operational training	Correlation Coefficient	.454**	1.000
		Sig. (2-tailed)	.000	.
		N	314	314

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlation Table

Table 4.4.99- Spearman's Correlation- Opportunity of F&B service operational training and Handling number of covers.

Pair	Spearman's rho ( )	P-value	Result
The opportunity of F&B service Operational Training Handling number of covers	0.454	0.000	Significant

### Findings :

The above table shows that there is a significant relationship between Opportunity of F&B service Operational Training and Handling number of covers (  $\rho = 0.454$ ,  $P\text{-value} = 0.000$ ). Thus we can conclude that reject the null hypothesis and accept the alternative hypothesis, which says that there is a positive relationship between Opportunity of F&B service Operational Training & Handling number of covers.

### 4.6 SUMMARY:

In the given chapter the researcher presents the findings which are observed from 314 F&B Service operation staff and 47 outlet managers of F&B service department in various Pune five star hotels. The collected data is processed in SPSS for descriptive statistics and validation of the hypothesis.

---

CHAPTER  
V  
CONCLUSION

---

## 5.1 INTRODUCTION

This chapter includes conclusions of findings as per the survey , recommendations based on the research and future scope of the research .

The food and Beverage Service Department is a significant contributor to the total revenue of the Hotel. Not only the Resident guest but also the non-resident guests savor the services offered by this department in the Hotel. The staff working in this department works in various F&B Service outlets, and mostly all of the staff are in direct contact with the customers. The staff of F&B Service department is a person who coordinates the food and beverage order between a guest and a chef which is challenging and needs excellent interpersonal and operational skills. The staff who works in F&B Service department of the hotel must possess good knowledge of the products and services offered. With ever-increasing demands of customers and changing trends, it is essential that staff are trained on regular basis. Also proper operational training will lead to better understanding of the entire F&B Service operations. Though the training is conducted in all five-star hotels it was necessary to evaluate and find out if the training is based on the operations of the department and whether it is useful and effective.

### 5.1.1 Perception of operations staff.

Based on the perception of operations staff the researcher would like to conclude that:

**Conclusion of finding No 1:** It has been observed that female staff in F&B Service Department is less as compared to the male staff. This dominance can be because of the shift timings sometimes which are break shifts or are late-night shifts or night shift which may be not comfortable for female gender. Also the reasoning can be due to more physical work, which is required to be done in the F&B Service department. Hence the female staff working in this department are less as compared to the male staff

**Conclusion of finding No 2:** It is observed that the operational staff in the food and beverage service department is either a Diploma holder or degree holder rare percentage of staff is postgraduate. This highlights that staff working in this department have an essential qualification which is required to do the job of the operational level, and it is appreciated that there are few employees who are also possessing higher

qualifications. The reasoning for this qualification status is that it is the minimum requirement to join operational department.

**Conclusion of finding No 3:** Maximum of food and beverage operational staff is from the range of 1 -5 years of experience. This shows that most of the staff working in the food and beverage service department is young and fresh from institutes with limited hotel experience. The operational level staff usually of entry-level in the department is young, fresh talent who needs operational training for enhancing performance.

**Conclusion of finding No 4:** It is noted from the response that both the food and beverage service manager and the Human resource manager identify the training needs for the departments. The operational training programs are related to day to day operations of the department, the task which is performed by the employees, etc. Hence the food and beverage service manager is in a better position to identify training needs and should have coordination with the human resource manager to process the operational training. So it can be understood that the operational training is beneficial for the hotel as it is well planned and executed by both F&B Service manager and HR manager of a hotel with clear purpose.

**Conclusion of finding No 5.** It is observed that in five-star hotels of Pune the operational training methods for food and beverage service department staff are like role plays, on the job training, lectures, case studies, CBT based tutorials, and apprenticeship. The percentage of response for on the job training is more because of the reasons for the vague shift timings of the staff. As on the job training is a method of training which is conducted when the staff is on duty it is more suitable for both trainees and trainers. On the job training is conducted while staff on duty hours also will be attended by many staff due to suitable. Other methods like role plays are also conducted on higher level as the role plays are interactive and this kind of training for department staff who are working long hours will be interesting training method, in this method staff explore realistic situations. As the F&B service staff works long hours of duties only training methods like lectures may become uninteresting and even if staff attends may not have proper

concentration. Hence it is concluded that the training department is designing training methods where employees can benefit more.

**Conclusion of finding No 6-12.** It is noted that the role play and on the job training are found to be highly rated operation training methods by F&B Service department employees. A on the job training and role-plays are methods which are used to rehearse cognitive skills, and develop the interpersonal skills of operations staff in F&B Service department. A role play is also a training method that is done in relaxed environment. The employees develop skills by observing role-plays and apply to real job situations, which brings in improvement in job performance. So it can be said that role play, and on the job training methods are best suited for operational training programs especially in F&B Service department.

This kind of training can be more preferred by the operational staff because these training methods are more participative, interactive will have more involvement of staff. These training methods are exciting and various situation based. The bar chart also shows inclination towards the above-average score for all types of training methods. This can be due to professional and innovative practices during conduct of these training methods.

**Conclusion of finding No 13.** It can be seen from the findings that the reason for operational training is apparent with the food and beverage service operations staff. This shows the process of conducting the training is systematic and it is appropriately conveyed to operational level staff. It highlights the proper communication systems between department and the training personnel. Hence the bar chart shows the clarity of purpose of training among employees at the same time it reflects that the training session is conducted systematically.

**Conclusion of finding No 14.** It is observed that operational training is contributing towards the job efficiency for the food and beverage service department staff. The reason for this can be that the training sessions that are conducted for the F&B operations staff are evaluated on the actual job performance after staff attends the training sessions. Hence this shows training sessions are productive and reflecting on efficiency of the staff positively. There is inclination on higher side for contribution of training towards job

efficiency, and it has been observed by operational level staff also, it highlights their awareness about training and its importance for job efficiency.

**Conclusion of finding No 15.** Operation staff feels that operational training is vital for their job performance; this can be due competitiveness amongst each , wherein all the staff want to prove they will do their job best. Also the appraisals are linked to job performance, so the staff shows willingness towards operational training. Hence can be seen that there is a positive response from the operational staff regarding training importance and their willingness to do the training.

**Conclusion of finding No 16.** As the operational training sessions in the F&B Service department are based on the job responsibilities of the operations staff, the F&B Service staff has become more effective in their allocated job tasks due to the training.

**Conclusion of finding No 17.** The observations for operational training results: Whether there is a change in attitude, job performance, and interest level, the findings shows that the operational level staff feels there is a change in the attitude, job performance, and interest level. This shows that the operational training which is conducted is creating an impact on the employees and resulting in better change in attitude, interest level, and job performance .

**Conclusion of finding No 18.** As per the findings it is noted that in the responses received from operational staff that whether they feel there is a gap in the operational training provided to them and their expectations about the training. It is observed that there is a mixed response regarding this parameter probably while planning the operational training all the needs are not identified.

**Conclusion of finding No 19.** There is a realization amongst the F&B Service staff about the importance of operational training, which is provided to them. This shows that the employees working in this department are having positive mentality towards operational training and are aware of the benefits of operational training for their career prospects and the success of organization.

**Conclusion of finding No 20.** It is impressive to know that the operational staff is getting the opportunity to attend the training, despite having uncertain shifts and busy duty hours. Employees are getting relieved from the shifts to attend the training sessions. This shows the prioritizing and seriousness in the thought process of management about the training.

**Conclusion of finding No 21.** The operational training is related to the job that the staff is responsible for; this makes the training important as it is linked with employee's job responsibilities.

**Conclusion of finding No 22.** The positive inclination is seen towards agreement on the statement that customer waiting time is reduced because of operational training in food and beverage service department. This suggests that training sessions conducted by star hotels are effective in reducing customer wait period for service, also indicating speed efficiency in service.

**Conclusion of finding No 23.** Higher seat turnover is a pointer of efficiency. This shows efficient training sessions and the acquired learning from the session by staff is implemented in actual service in Food and beverage service outlets.

**Conclusion of finding No 24.** The department showed improvement in APC due to better menu knowledge, which is due to operational training, which is conducted for F&B Service staff. Due to better menu knowledge the operational level staff have contributed to elevating the Average per cover revenue, which is a positive impact of operational training.

**Conclusion of finding No 25.** Operational training is developing menu knowledge of operational level employees, and it is found to be effective. It shows that the staff in F&B Service has good detailed knowledge of the food and beverage on offer, and are technically competent as an effect of operational training.



**Conclusion of finding No 26.** Operational training improves team service efficiency in the food and beverage service department as per the findings. Also, it can be said that the five-star hotel staff have developed interpersonal skills and can work as a part of a team better due to training.

**Conclusion of finding No 27.** The F&B Service operational level staff ensures that customers are getting exemplary service in star category hotel restaurants, and this is due to efficient training for operational staff. The operational training effects are positive as the customer meal experience is improved and is noted by the service staff in the form of good feedbacks, and as a effect of the training outcome the customers have been served well by the operational staff.

**Conclusion of finding No 28.** The responses show many strongly agree towards better equipment inventory management in food and beverage service department is seen after operational training. This shows there is inventory control in the department as a result of operational training. Also indicates proper use and maintenance of types of equipment by operation staff.

**Conclusion of finding No 29.** If employees are finishing tasks/jobs in stipulated time it represents the employee efficiency level. The findings are suggestive of food and beverage staff supporting that timely work completion is the result of operational training sessions conducted for them. Also overtime and time waste will be controlled as the employees are finishing work in stipulated time. Here the findings indicate the understanding amongst employees about time value.

**Conclusion of finding No 30.** Many respondents agreed to question that handling the number of covers improve due to operational training in food and beverage service department. The findings suggest that there is improvement in job efficiency ,improvement in speed of work ,efficient handling of covers by operational staff after training sessions as it is strongly agreed by maximum respondents.

### 5.1.2 Perception of Outlet Manager

Based on the perception of Outlet Manager the researcher would like to conclude that:

**Conclusion of finding No 1.** As seen earlier in fig (4.4.1) also that at the operational level there is dominance presence of male staff. The reason for male dominance in this department is presumed due to odd shift timings and physical work.

**Conclusion of finding No 2.** The outlet managers from Food and beverage service department are mostly graduates, and some are postgraduates and diploma holders. This level of staff is much more have education qualification as compared to operational staff at entry-level. As they go higher level in their qualification it also is necessary to upgrade qualification as it is considered for their job status.

**Conclusion of finding No 3.** The findings suggest that experienced staff is working as outlet managers in the food and beverage service department of Pune five star Hotels. The hotel industry generally promotes experienced staff at higher positions hence, the number of years of experience increases. At higher level in department more experienced staff is working.

**Conclusion of finding No 4.** The outlet manager has responded that importance of operational training is linked to business.

**Conclusion of finding No 5.** Hence it can be said that efficiently conducted operational training can be lead to better revenue in the star hotels. The impact of operational training is seen as there is a response for improved menu knowledge, Higher APC, seat turnover; these are indications of better revenue in the department, which are linked to operational training provided to the staff.

**Conclusion of finding No 6.** There should be a follow up on the evaluation results of operational training. The operational training can be developed and modified more if evaluation results of the training are not favorable.

**Conclusion of finding No 7-10.** The need and objective of corporate head office importance as aspects in developing /imparting operational training programs to this most

of managers find it essential. From personal experience, it can be seen that as the food and beverage service staff is in direct contact with customers and can give better comments about operational training needs. Colleague feedback is also considered for operational training planning; Competition around is the right way to find the need for operational training in the department. From the survey it has been found out that the personal experience of operation staff and the competition are the main aspects when the five-star hotels are developing or imparting operational training.

**Conclusion of finding No 11.** Seat turnover is more after operational training. This is due to increased efficiency in job and also better technical knowledge and also teamwork amongst staff, which is making them serve the guest efficiently without time wastage, wrong orders. Hence staff is capable of accommodating more guests on the tables.

**Conclusion of finding No 12.** Due to operational training, the managers concluded that customer average spend also increased in outlets; this is the impact of operational training as the staff is more efficient, and the customer has been given better meal experience hence increasing the average spend.

**Conclusion of finding No 13.** Average Per Cover increased as an after effect of operational training. As the staff gets better menu knowledge and technical skills, they can suggest and upsell the food and beverage to the customers hence increasing the APC of the department.

**Conclusion of finding No 14.** Managers agree on the statement that there is more increase in departmental profits after operational training in Food and beverage service department. As the staff will improve on menu knowledge and there is better seat turnover and sales per seat it can be agreed that the profits will be more in the department as a result of operational training.

**Conclusion of finding No 15.** Operational training resulting in better teamwork, job efficiency will also lead to staff keeping equipment inventory maintained and the hotel investing in equipment. This will support better equipment inventory in the department.

**Conclusion of finding No 16.** The respondents have given positive response for operational training , and the findings suggest that the guest complaints are less as a result of operational training which is provided to employees, also the result has shown improvement in menu knowledge, team efficiency, better seat turnover, good equipment inventory management, and increase in APC. Well trained staff will provide good service to customer hence enhancing their meal experience .

### **5.1.3 Conclusion on Hypothesis**

#### **Conclusion of Hypothesis 1 :**

A link exists between the purpose of attending operational training and increase in effectiveness of the job performance. If the employees understand the reason of their attending the operation training program it will reflect on positive influence on their job performance .The employees will be able to use the skills learnt to do the task hence improvement in the job performance is indicative. The professional ability level of employees in the F&B Service department will increase due to operations training.

#### **Conclusion of Hypothesis 2 :**

It is concluded that there is difference in the perception of the operation staff about training methods. As the department of Food and beverage service comprises of various outlets and each staff is working in different outlets of the department , there is different perception of suitable training due to various multiskilled tasks performed by them.

#### **Conclusion of Hypothesis 3 :**

There is a difference in the perception of the managers of operational staff on outcomes of training. There are various operational tasks which are performed by F&B Service staff. In all there is improvement in doing the task after training and managers of outlet have varying perceptions of which tasks are performed better after doing the operational training. It is concluded that various operations tasks are improved after the operational training and it indicates overall improvement in the department.

#### **Conclusion of Hypothesis 4:**

The hypothesis findings are indicative of a positive relationship between opportunity of F&B service operational training & handling number of covers. The staff when trained or when gets training opportunity does improve in doing their job. Cover handling here is representing the number of guest handling. Hence it can be concluded that staff who gets opportunity to do training improves in handling number of covers.

## **5.2 RECOMMENDATIONS**

The food and beverage service department is a highly demanding department with varied areas and staff skills. The staff in this department are involved in serving customer's food and beverage as per their preference. These staffs work under tremendous pressure and have long duty hours to perform despite which they have to make sure that the customer is pleased with their service and courtesy. The hotel industry in India is growing and is generating good business and employment opportunities. The management of the hotel has to ensure that the revenue generated and hotel is progressing. To keep up with the trends and demands the practical operational training has to be imparted to the employees.

After the recent study by the researcher in five-star hotels the followings are viewpoints are put forth and suggested:

### **5.2.1 Based on operational staff findings.**

1. More emphasis can be given to operational techniques on how to carry out heavy physical work in the Food and Beverage Service Department to the female staff, which can motivate females to join this particular department. A better gender ratio will bring in less biased system and better work culture. Also this will create employment opportunities for female to work in this particular department. If there is a good ratio of male and female staff the hotel will get to retain quality staff, so practical operational training for both the genders will bring in talent in the department.
2. The staff can be motivated to pursue higher education in order to fulfill future position requirements. Higher educational qualification will also help them in career development.
3. As most of the operational level staff in the department fall in the range of 1-5 years of experience, there is a need for regular operational training for them. It can also be suggested to management to have refreshers operational training for staff who are having above ten years of experience as the trends in Food and beverage service keep changing, and knowledge update will help in more enthusiastic and trendy approach towards operations.

4. The food and beverage service manager is a part of identifying the operational training needs for the department, and it is suggested that the F&B manager can also attend operational training with the entry-level staff as and when possible, to check the effectiveness of training conducted. The food and beverage service manager can also give feedback about the operational training conducted to the Human resource manager. Hence both managers are not limiting the responsibility only till identifying the training needs but also will ensure that the proper training is conducted and proper feedback is taken for the same.

5. The Food and Beverage Service Department staff have extended hours of shifts and more physical work, for them to attend training after the shift hours might not be appropriate. It is recommended that managers have more training methods that are interactive, participative, and interesting. Can also identify preferred learning styles of employees during recruitment for better method adoption. As only classroom training for this kind of operational staff will not be sufficient. It is suggested that while planning the training methods the management involves more interesting methods like:

- Showing CD or movie related to F&B operations
- Actual situation role play.
- Training by the team member.
- Cross-training in the food and beverage department inclusive of duty hours.
- Field visits training during slack seasons for all the outlets- These will be stress-free training, and a high level of concentration will be seen as it will be in more relaxed surroundings away from place of job.

6-12. As role play and on the job training are involved with solving real situations, the employee's learning is more, and the staff is more involved in this kind of training session. Hence it is also suggested to have interdepartmental coordination related role-plays and OJT, which will help in team building. Also, some technology-based training sessions.

13. It is recommended for the training department to try to identify the actual operational difficulties by getting involved in actual operations or instead stepping in operation staff

shoes. This will give clarity in the planning phase, and much better and realistic training will be conducted for the operational staff. This will also motivate operational staff to attend the training programs which are organized for them.

14. As there are positive results of operations training on job efficiency, this kind of training method can be introduced for all the operational departments. The operational level staff is in direct contact with the guest hence, if it is reflecting on job efficiency positively, it should be given priority.

15. Operational training importance for job performance – staff can be involved in planning the training topics. As it is their job performance, they will be better judges for the training needs.

16. Operational training is useful and should be a part of all employees' job profile.

17. It can be suggested to the management that as operational level training has an impact on attitude, interest level, and job performance of operational staff the operational training can be considered in case any employee needs professional counseling.

18. As the respondents have given a mixed response towards expectation and provisions of operational training, it is suggested that the management looks into the nitty-gritty and can have a debate amongst operational staff to find the actual void, i.e. the lacuna of the operational training provided to the F&B service staff.

19. The employees are aware of the importance of operational training; this thought can be used to inculcate the same understanding amongst the recruits at operational level in this department. Hence during the induction program an operational staff can give a talk about the importance of operational training and how it has resulted in positive results during their tenure.

20. The staff is getting opportunity to attend training, but at the same time it is also essential to understand whether they are in a state of mind to attend and concentrate during the training program. Just physically being there is not beneficial or efficient



training. So the management should take an effort to relieve the staff at least half-day hence allowing him to attend the training program or the training program inclusive staff duty hours.

21. As operational training is related to job responsibilities, same kind of staff can be teamed up for a particular session. This will bring in better clarity about job requirements and how the job has to be done effectively.

22. It is suggested that if the customer wait time is reduced than the customer spends time on the table can be elaborated by giving the guest more personalized service, which will give the customer fabulous meal experience.

23. Even if better seat turnover is observed as an effect of operational training. The meal experience given to the guest should be elaborately excellent. More guests should not be rushed in. Quality maintaining should be the primary motive.

24. APC increasing – chefs and bartenders can incorporate unique dishes and drinks.

25. Staff with excellent menu knowledge is always advantageous for organization and guest also. Management can introduce food and beverage taste panel sessions, which will help staff to know the actual taste notes of the food and beverage, as well as anything is seen and tasted will remain in memory longer, so this will also help in memorizing the menu.

26. Destination training is suggested for the F&B Service operations staff as it will help in bonding between staff at the same time learning and will encourage team spirit.

27. As customers will continue getting a good meal experience if staff is trained well, the management is recommended to continue and expand the training programs for the operational level staff as good results are seen.

28. Better equipment inventory management will also make food and beverage service operations effective. Also, a training session on beware of wastage/pilferage/misuse can be conducted for staff, which will create awareness of self-responsibilities while using hotel equipment.

29. It is suggested that Staff who always efficiently and timely complete their jobs in the F&B Service department should be rewarded or appreciated.

30. Handling the number of covers is better after operational training; hence, this will help in recruiting only limited and efficient staff, which will help in lowering the casual labor hiring and overcrowding the workforce in the operational areas.

#### **5.2.2 Based on outlet manager findings.**

1-3. A better gender ratio will bring in less biased system and better work culture even amongst managerial level. Higher qualifications can be facility provided to managerial level staff as this will increase their knowledge on management skills and will give opportunity to grow in their career graph.

4-5. The outlet manager of various five star hotels have responded and given consent that importance of operational training is connected to the hotel business.

Hence it can be said that efficiently conducted operational training can be lead to better revenue in the star hotels. The impact of operational training is seen as there is a response for improved menu knowledge, Higher APC, seat turnover; these are indications of better revenue in the department, which are linked to operational training provided to the staff.

6. There should be a follow up on the evaluation results of operational training. The operational training can be developed and modified more if evaluation of the training is not favorable.

7-10. The five star hotel outlet managers find that the corporate objective is essential in developing and imparting operational training programs .From personal experience, it can be seen that as the food and beverage service staff is in direct contact with customers and can give better comments about operational training needs. Colleague feedback is also considered for operational training planning; Competition around is right way to find the need for operational training in the department. From the survey it has been found out that the personal experience of operation staff and the competition are the main aspects when the five-star hotels are developing or imparting operational training.

11-13. As average spend is more after operational training and customer spend time is more APC is increased as a result of operational training . The staff can be trained for quick and safe turnover service methods for various outlets . Also the management can have SOP for less table appointments in the outlets which will make turnover service quick and also is more hygienical.

14. Managers can suggest staff names who excel in selling techniques for appreciations or awards to higher authorities .These staff can also take training sessions with their colleagues of ways to improve the selling on the table.

15. Better equipment inventory is maintained if staff is well trained and knows how to use the equipments. There are various design equipments available in the country which will enhance the food and beverage presentations ,hence management can purchase if their staff is well trained. Also the equipments can be circulated in various outlets on rotation basis.

16. Better feedback from customers and less complaints is advantageous for any F&B Service outlet. The team can explore new trends of service and safety procedures for the operations for future challenges .

### **5.3 FUTURE RESEARCH SUGGESTED:**

The research has given insight knowledge to the researcher about the effectiveness of operational training and its importance in the hotel industry and the Food and Beverage service department. The researcher has kept confidentiality in the data which is acquired from the survey and has followed ethical practices for the study. With all this the researcher would suggest for future that:

The research to be done again as with times the Hotel trends keep changing, staff keeps changing as per time , there are uncertain challenges for the industry ,technology upgrades, so continuous study in the field of training will benefit the industry . Also there is scope to study also about personality development training effectiveness for the operational employees. Different department operations can also be reviewed in future for the progress of the organization. Proper training of operation staff will help the staff grow in career ladder and provide job satisfaction and right work-life balance for the employees. Continous training and its evaluation will also help to cope up with future uncertain circumstance .

---

# BIBLIOGRAPHY

---

1. Adelaide grace mensah-kufuor, v. D. (2017). Assessing frontline staff performance of service delivery in some selected hotels in accra metropolis. *International journal of hospitality & tourism management*, 1(1), 23-31.
2. Aishwarya goyal, a. G. (2010, december). Global issues & challenges in hospitality industry- overview of hospitality industry. *Cbs e-journal, biz n bytes* , 6.
3. Aksu, a. Y. (2011). Measuring results of training with roi method:an application in a 5 star hotel in antalya region of turkey. *Tourismos*, 6(1), 193-212.
4. Barlan-espino, a. G. (2017, february). Operational efficiency and customer satisfaction of restaurants: basis for business operation enhancement. *Asia pacific journal of multidisciplinary research.*, 5(1), 122.
5. Barlan-espino, a. G. (2017). Operational efficiency and customer satisfaction of restaurants: basis for business operation enhancement. *Asia pacific journal of multidisciplinary research*, 5(1), 122-132.
6. Barros, c. P. (2005). Measuring efficiency in the hotel sector. *Annals of tourism research*, 32(2), 456–477,.
7. Barrows, c. W. (2000). An exploratory study of food and beverage training in private clubs. *International journal of contemporary hospitality management*, 12(3), 190 - 197.
8. Biswas, m. (2012). *Human resource management in hospitality (first ed.)*. New delhi: oxford university press.
9. Bojan krsti , e. K. (2015, october). Business process management in hotel industry:a proposed framework for operating processes4. ,original scientific article , 21-34.
10. Carlos f. Gomes, m. M. ( 2007, october). The effectiveness of hospitality service operations: measurement and implementation concerns. *International journal of contemporary hospitality management* , 19(7), 560-573.

- 11.Cheng -hua, t. (2015). Training effectiveness among employment modes: european journal of hospitality and tourism research, 3(2), 1-11.
- 12.Dani, v. (2014). Measuring customer satisfaction for f&b chains in pune using acsi model. Procedia - social and behavioural science (pp. 465-472). Elsevier.
- 13.Devi, d. V., & shaik, m. (2013, september). Measurement of training & development effectiveness. Asia pacific journal of marketing & management review, 2 (9), 12.
- 14.Dhruv sood and shubhi mishra. (2014). Food service - hotel restaurant institutional. New delhi: gain report number:in4118. Retrieved from [https://gain.fas.usda.gov/recent%20gain%20publications/retail%20foods\\_new%20delhi\\_india\\_12-29-2014.pdf](https://gain.fas.usda.gov/recent%20gain%20publications/retail%20foods_new%20delhi_india_12-29-2014.pdf)
- 15.Dr. Arif h. Shaikh, p. V. (2016). Emerging opportunities and challenges in hospitality sector in india. Intercontinental journal of marketing research review, 4(1), 31.
- 16.Dr. Sakun boon-itt, d. N. (2012). Measuring service quality dimensions: an empirical analysis of thai hotel industry. International journal of business administration, 3(5), 52.
- 17.Dr. V.rama devi, m. S. (2013, september). Measurement of training & development effectiveness-. Asia pacific journal of marketing & management review, 2(9), 12.
- 18.Dr. Yashwant singh rawal, r. D. (2017, november). Next generation trends in food and beverage service sector. International journal of management, it & engineering, 7(11), 87-92.
- 19.Erkan saglik, a. C. (2014). Service quality and customer satisfaction relationship: a research in erzurum ataturk university refectory. American international journal of contemporary research, 4(1), 100.

20. Falola, h. (2014). Effectiveness of training and development on employees' performance and organisation competitiveness in the nigerian banking industry. *Bulletin of the transilvania university of bra ov.*, 7. , 161-170.
21. Firdaus abdullah, a. Z. (2011). Managing customer preference for the foodservice industry. *International journal of innovation, management and technology*, 2(6), 525.
22. Gomes, c. F. (2007, october ). The effectiveness of hospitality service operations: measurement and implementation concerns. *International journal of contemporary hospitality management* ., 19(7), 560-573.
23. Grant thorton. (2015). Unlocking the potential in the food and beverage services sector. New delhi: ficci. Retrieved from [http://gtw3.grantthornton.in/assets/ficci-grant\\_thornton\\_f%26b\\_report\\_may\\_2015.pdf](http://gtw3.grantthornton.in/assets/ficci-grant_thornton_f%26b_report_may_2015.pdf)
24. Hamsanandini, u. (2018). The challenges faced by hotel service industry in srilanka. *International journal of tourism science* , 2-11.
25. (2016). Hotels and restaurants a mindset for maximising profitability. Dubai uae: colliners international.
26. HRACC(n.d.). Hotel restaurant approval and classification committee norms.
27. (2016). India food service industry : growth receipe. Ficci. Retrieved from <https://assets.kpmg/content/dam/kpmg/in/pdf/2016/11/indias-food-service.pdf>
28. Ismail buro hassan, d. F. (n.d.). Effect of training on the performance of the star rated hotels in kenya. *International journal of business and commerce*, 6(4), 53-64.
29. Kashyap, g. (2014, september). Challenges faced by the hotel industry: a review of indian scenario. *Iosr journal of business and management (iosr-jbm)*, 16(9,ver 1), 69-73.
30. Kashyap, g. (2014, september). Challenges faced by the hotel industry: a review of indian scenario. *Iosr journal of business and management (iosr-jbm)*, 16(9), 69-73.



31. Kemal birdir, s. D. (2014). Managerial problems confronted by executive chefs in hotels. *International review of management and marketing* , 4(3), 207-216.
32. Khanfar, s. M. (2014). Training and its important in the efficiency of employees' performance in five – star hotels in jordan. *Journal of business studies quarterly*, 6(2), 6.
33. Luka perman, k. M. (2014). Effectiveness of education processes in tourism and hospitality in the republic of croatia. *Tourism and hospitality industry 2014, congress proceedings trends in tourism and hospitality industry*. Opatija, croatia: congress proceedings trends in tourism and hospitality industry.
34. Manoj, d. A. (2013). A study on the efficiency of training in hospitality – a kerala tourism development corporation (ktdc) experience, trivandrum, kerala. *International journal of advanced research in management and social sciences*, 2(4), 171-186.
35. Melia, d. (2011). Trends in the food and beverage sector of the hospitality industry. *Eurochrie conference, dubrovnik, croatia* (pp. 1-15). Dublin: school of hospitality management and tourism at arrow@dit.
36. Michael baker, a. C. (1995,). *Practical food and beverage training in the uk: a study of facilities and a debate on its relevance*. *International journal of contemporary hospitality management*, mcb university press, , 7(5), 21-24.
37. Miculan bradley, d. &. (2017, april). Human capital challenges in the food and beverage service industry of canada: finding innovative solutions. *Worldwide hospitality and tourism themes*.
38. Milind a. Peshave, r. G. (2015). An analysis of the methodology adopted by hotel industry for measuring employee productivity and the challenges faced therein with special reference to pune, hyderabad & bangalore cities. *Atithya: a journal of hospitality* , 1(1), 35-46.

39. Mohinder c. Dhiman\*, a. G. (2013). Bar service operation practices in indian hotel industry: an investigation of bar managers' perceptions. *International journal of hospitality & tourism systems*, 6(2), 12.
40. Mohinder c. Dhiman, a. G. (2013). Bar service operation practices in indian hotel industry: an investigation of bar managers' perceptions. *International journal of hospitality & tourism systems*, 6(2), 12.
41. Mohinder chand, b. (2010). Food service practices in indian hotel organisations: an investigation of f&b managers' perceptions. *World applied sciences journal* 10 (special issue of tourism & hospitality), 31-39.
42. Mohinder chand, b. K. (2010). Food service practices in indian hotel organisations: an investigation of f&b managers' perceptions. *World applied sciences journal* 10 (special issue of tourism & hospitality), 31-39.
43. (2013). On efficiency and effectiveness: some definitions. Melbourne: Australian govt productivity commission.
44. Ounane boumediene, y. N. (2018). Corporate social responsibility in food and beverage industry: an analysis study of soft drinks sector in algeria. *European scientific journal*, 14(1), 190. Retrieved from [url:http://dx.doi.org/10.19044/esj.2018.v14n1p190](http://dx.doi.org/10.19044/esj.2018.v14n1p190)
45. Patiar, a. D. (2012). Competition, total quality management practices, and performance: evidence from upscale hotels. *Tourism analysis*, 195.
46. Potocan, v. (2006). Business operations between efficiency and effectiveness. *Journal of information and organizational sciences*, 30(2), 251.
47. Prasanna kansakar, a. M. (2019). Technology in hospitality industry: prospects and challenges. *Ieee consumer electronics magazine*, 8(3), 60-65.
48. Puneet h. Thakkar, r. G. (2014, october). A study of guest satisfaction tracking system with special reference to radisson blu hotel pune kharadi. *Ijltmas*, 3(10), 44.
49. Rajeshree s pol, d. S. (2019). *International journal of advance innovative research*.

- 50.Salleh, n. &.z. (2010). Issues and challenges in malaysian hotel operations . Malaysia: in the proceeding of 3rd asia-euro tourism, hospitality and gastronomy conference held at taylor’s college, su ang, !alaysia, "#\$#.
- 51.Sharma, s. (2016). Impact of growth of hospitality industry on indian economy. International journal of commerce and management research, 2(3), 148-151.
- 52.Sharma, s. (2016). Impact of growth of hospitality industry on indian economy. International journal of commerce and management research, 2(3), 148-151.
- 53.Sintayehu aynalem, k. B. (2016). Employment opportunities and challenges in tourism and hospitality sectors. Journal of tourism & hospitality, 5(6), 2-5.
- 54.Slobodan ivanovic, l. P. (2015). Impact of technological development on business efficiency in the food and beverage department. Utms journal of economics., 6(2), 321–330.
- 55.Suksutdhi, t. (2016). The expectation in service standard in food and beverage department: a case study in boutique hotel,bangkok. International journal of management and applied science, , 2(11), 112.
- 56.Suman mazumder, a. B. (2014). “measuring service quality and customer satisfaction of the hotels in bangladesh: a study on national and international hotel guest”. Journal of tourism and hospitality management, 2(1), 95-111.
- 57.Suman mazumder, a. B. (2014). Measuring service quality and customer satisfaction of the hotels in bangladesh: a study on national and international hotel guest. Journal of tourism and hospitality management, 2(1), 95-111.
- 58.Teare, r. (1996). Hospitality operations: patterns in management,service improvement and business performance. International journal of contemporary hospitality management, 63–74.
- 59.Teare, r. (1996). Hospitality operations: patterns in management,service improvement and business performance. International journal of contemporary hospitality and management, 8(7), 63-67.

60. Thyagaraju, d. (2015). Indian hotel industry - future prospects and challenges in india. *International multidisciplinary e journal* , 4(3), 55-66.
61. Tsietsi mmute, I. S. (2017). Customers' perception of service quality and its impact on reputation in the hospitality industry. *African journal of hospitality, tourism and leisure*, 6(3), 12.
62. Vitor roslindo kuhn, a. C. (2018). Food services and customer loyalty in the hospitality industry. *Tourism & management studies.*, 14(2), 26-35.
63. Wang, y. (. (2011). An evaluation tool for strategic training and development: application in chinese high star-rated hotels. *Journal of teaching in travel & tourism*, 304-319.
64. Zaware, m. R. (2017). Changing consumption pattern leading to growth of the 'food and beverage sector in india. *Chronicle of the neville wadia institute of management studied and research*, 176-181. Retrieved from [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2999304](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2999304)

---

# ANNEXURES

---

## 1. Hotel Restaurant approval and Classification Committee Norms (HRACC).

<b>FOOD &amp; BEVERAGE OUTLETS</b>							
1 Star & 2 Star 1 & 2							Star categories should be at least one dining room that serves all meals.
3 Star Category							One Multi-cuisine Restaurant cum Coffee Shop open from 07.00 am. To 11.00 pm. and 24 X7 room service
4 Star category (with alcohol service or with no alcohol service)							Cities Grade A: The Restaurant Cum Coffee Shop One Multi-Cuisine, available from 7 a.m. One restaurant and 24 hours at 11:00 pm. Room services. Room service. The restaurant can be indoor or outdoor with air conditioning. The Restaurant Specialty must be served uniquely. Lunch/dinner is possible at the Specialty Restaurant. Städch except grade A: One Multi-Restaurant cum coffee shop open at 07.00 am. At 11.00 pm. And 24 hours. And 24 hours. Room service. Hotel facilities.
5 Star category (with alcohol service or with no alcohol service) and 5 Star Deluxe							Grade A cities: One 24 hour Multi-Cuisine Restaurant cum Coffee Shop, one Specialty Restaurant and 24 hr. Room Service. The Specialty Restaurant may either be indoors with air – conditioning, or outdoors. The Specialty restaurant must serve specific form of cuisine. The Specialty Restaurant may be open for lunch / dinner. Cities other than Grade A cities: One 24 hour Multi Cuisine Restaurant cum Coffee Shop and 24 hr. Room Service. One Specialty Restaurant would be desirable.

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

<b>Grade A: Delhi, ** Mumbai, Kolkata, Chennai, Bangalore, Pune, Hyderabad, Secunderabad. Note: The Ministry of Tourism may review and revise the cities falling under the Grande ‘A’ from the time to time. ** Delhi would include the hotels falling Gurgaon, Faridabad, Ghaziabad, Noida, And Greater Noida’’</b>							
<b>HOTEL</b>	<b>1*</b>	<b>2*</b>	<b>3*</b>	<b>4*</b>	<b>5*</b>		
Crockery and glassware	N	N	N	N	N		Plastic ware acceptable in pool area
Cutlery to be at least stainless steel	N	N	N	N	N		All category hotel should see good quality metal cutlery. Aluminum cutlery is prohibited.
Bar	D	D	D	N	M		Bar will not be mandatory wherever bar license is prohibited as per local law. Wherever bar is allowed as per local law, the hotel will have to first obtain bar license before applying to the Ministry of Tourism for Classification of the hotel. Liquor shops/ liquor stores will not be considered while granting classification under ‘with alcohol’ category
<b>STAFF</b>							
Staff uniforms for front of the house.	N	N	N	N	N		Uniforms to be clean and in good condition.
English speaking front office staff	D	D	N	N	N		This may be relaxed outside the metros / sub-metros for 1 Star and 2 Star category hotels
Percentage of Supervisory staff	20%	20%	40%	40%	80%		Hotels of 4 Star category and above should have qualified Heads of Departments. The supervisory or the skilled staff may have training or skill certification as follows: Degree / Diploma from Central or Star IHMs/ FCIs or from NCHMCT affiliated IHMs or from other reputed Hospitality Schools.

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

Percentage of skilled staff	20%	20%	30%	30%	60%		The supervisory or the skilled staff may have training or skill certification as follows: Degree / Diploma from Central or Star IHMs/ FCIs or from NCHMCT affiliated IHMs or from other reputed Hospitality Schools. Skill training certificate issued under the guidelines and scheme of the Ministry of Tourism
-----------------------------	-----	-----	-----	-----	-----	--	---

Source: <http://www.fhrai.com>



## **2. Questionnaire for Food and Beverage Service staff**

**To understand the effectiveness of operational training provided to Food and Beverage service departments employees in Five star category hotels in Pune city.**

Dear Respondent,

I am Rajeshree Sharangdhar Pol, Research scholar in Tilak Maharashtra Vidyapeeth Pune. I request you to provide required information and opinion for my Research. All your information will be confidential and will be used only for this research work.

### **I Demographic Information**

1. Gender

(Mark only one oval.)

Female

Male

2. Qualification

(Mark only one oval.)

Diploma

Graduate

Post graduate

Doctorate

3. Total yrs. of experience.

(Mark only one oval.)

1-5 yrs.

5-10 yrs.

10-15 yrs.

15-20 yrs.

20 yrs. above

4. Who identifies your operational training needs?

(Mark only one oval.)

- Human Resource Manager  
 Food and Beverage Manager

5. Operational training methods used for Skill Development in your Hotel are?

(Mark only one oval.)

- Lectures  
 CBT based tutorial  
 Simulation based exercise  
 Case study  
 Role play  
 On Job Training  
 Apprenticeship

6. Rate Operational training methods used for Skill Development in your Hotel. (Check all that apply.)

<b>Training Method</b>	<b>Poor</b>	<b>Satisfactory</b>	<b>Neutral</b>	<b>Very good</b>	<b>Excellent</b>
Lectures					
CBT based Tutorial					
Simulation					
Case study					
Role play					
On Job Training					
Apprenticeship					

7. The Food and Beverage operational training which were attended by you, Was the purpose of training clear?

(Mark only one oval.)

- Yes
- No
- Not sure

8. How much did the operational training program contribute to your job efficiency?

(Mark only one oval.)

- Very much
- Enough
- Didn't contribute

9. Did you find the operational training program necessary for your job performance?

(Mark only one oval.)

- Yes
- No
- Not really

10. Did these operational training program increase your effectiveness of your job?

(Mark only one oval.)

- Very much
- Enough
- Not enough
- Not really

11. Did these operational training result into change in your attitude, interest or job Performance?

(Mark only one oval.)

- Yes on my attitude
- Yes on my interest

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

Yes on my Job performance

All of above

None of these


12. Do you think that operational training provided to you and your expectation from these training have Gaps?

(Mark only one oval.)


Yes lot of gaps

Yes some gaps

No not really

Sr. No	<b>Tick only one box per question.</b>  <b>(Where 1 is Not so important 2 Somewhat important 3 Neutral 4 Important and 5 is Very important)</b>	1	2	3	4	5
13.	Rate the importance of Operational training for Food and beverage Service department employees.					

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

Sr No	Tick one box per question 	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
14.	Food and Beverage Service employees get opportunity to attend required operational training.					
15.	Food and Beverage Service operational training is related to job responsibilities.					
16.	Because of operations training customers waiting time is reduced.					
17.	There is increased seat turnover after operational training program.					
18.	Average Per Cover is increased after operational training.					
19.	Better food and beverage menu knowledge is developed in employees after operational training					
20.	Operation training has improved my team service efficiency					
21.	As a result of operational training Customer feel like value for money is received for the meal experience.					

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

22.	Better Equipment inventory management in department is seen after operational training.					
23.	Shift timings are enough to finish my work /task properly due to operational training.					
24.	I am improving in handling number of covers due to operational training.					

**Thankyou for Participation.**

### **3. Questionnaire for Food and Beverage Service Managers**

**To understand the effectiveness of operational training provided to Food and Beverage service department employees in Five star category hotels in Pune city.**

Dear Respondent,

I am Rajeshree Sharangdhar Pol, Research scholar in Tilak Maharashtra Vidyapeeth Pune. I request you to provide required information and opinion for my Research. All your information will be confidential and will be used only for this research work.

#### **I Demographic Information**

##### **1. Gender**

(Mark only one oval.)

Female

Male

##### **2. Qualification**

(Mark only one oval.)

Diploma

Graduate

Post graduate

Doctorate

##### **3. Total years of experience**

(Mark only one oval.)

1-5 yrs

5-10yrs

10-15yrs

15 - 20 yrs

20 yrs above

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

Sr. No	<b>Tick only one box per question. </b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4	How important do you think is the link between employee behavior (as a result of operation training) to business results (like retain customer, Seat turnover rate etc.)?					
5	How important it is to link operation training results with monetary results?					
6	How important it is to take follow up actions, based on operation training evaluation results?					
7	How important are the following aspects when you consider, developing /imparting operational training program?					
		<b>a.</b> The need and objective of corporate head office				
		<b>b.</b> Personal experiences				
		<b>c.</b> Colleagues feedback				
	<b>d.</b> Competition					



To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

Sr No	Tick only one box per question.  Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
8	There is increased seat turnover after operational training program				
9	Customer Average spend is increased in the department / outlet after operational training.				
10	Average Per Cover is increased after operational training.				
11	More departmental profits are achieved after operational training.				
12	Better equipment inventory management in department is seen after operational training				
13	Guest complaints are reduced after operational training.				

**Thank you for Participation.**

**Report Name: Category State Wise Classified Hotels Report between 01-01-2009 and 16-06-2019**

**Report Date: 16-06-2019**

Scheme			Hotels Classification/Re-Classification					
S.No.	State	City	Category	Hotel Name	Address	Start Date	Expiry Date	Total Rooms
<b>Sub Category</b>			<b>5 Star</b>					
1	Maharashtra	Pune	Star Category	<b>Hotel Conrad</b>	S.No.468, Hissa No. A of Pune City, C.T.S. No. 2F, Situated At 7-Mangaldas Road, Pune - 411001	17/01/2017	16/01/2022	310
2	Maharashtra	Pune	Star Category	<b>Hotel Le Meridien Pune – now grand sheraton</b>	100-101, RBM Road,	23/08/2016	22/08/2021	177
3	Maharashtra	Pune	Star Category	<b>Hyatt Regency Pune (unit of Ascent Hotels Pvt. Ltd. )</b>	32 1 A&B, Weikfield IT Park, Wadgaonsheri, Pune Nagar Road, Pune - 411014	25/02/2018	24/02/2023	222
4	Maharashtra	Pune	Star Category	<b>Crowne Plaza city centre</b>	CAPRICORN PLAZA PVT LTD,37&37-1,sasoon Road near Jahangir Hospital,opp Ruby hall,Pune station,Pune,Maharashtra	18/04/2017	17/04/2022	103
5	Maharashtra	Pune	Star Category	<b>Marriott International</b>	S.no. 985, Senapati Bapat Road,	5/5/2015	4/5/2020	414
6	Maharashtra	Pune	Star Category	<b>Novotel Hotel, Pune</b>	Survey No.303, 311 and 2A, Vadgaon Sheri,	11/5/2015	10/5/2020	223

To Understand the Effectiveness of Operational Training Provided to  
Food and Beverage Service Department Employees in Five Star Category Hotels in Pune City

---

					Nagar Road, viman Nagar,			
7	Maharashtra	Pune	Star Category	<b>The O Hotel</b>	Survey No.371 Final Plot No.293, Koregaon	29/12/201 5	28/12/2020	111
8	Maharashtra	Pune	Star Category	<b>Taj Vivanta</b>	Website : taj hotels .com			
9	Maharashtra	Pune	Star Category	<b>Hyatt</b>	Website: hyatt .com			
10	Maharashtra	Pune	Star Category	<b>Marriott</b>	Website: marriott.com			
11	Maharashtra	Pune	Star Category	<b>Westin</b>	Website: marriott.com			

**4. SOURCE – Ministry of tourism website and hotel websites.**

## 5. THE DATA COLLECTED FROM FOLLOWING FIVE STAR HOTELS OF PUNE.

Sr No	Hotel	Manager	Staff	Total
1	Hyatt Pune	3	12	15
2	Conrad Pune	4	35	39
3	Novotel	3	20	23
4	Vivanta Blue diamond	5	17	22
5	Hyatt Regency	5	24	29
6	J W Marriott	3	37	40
7	Marriott Suites	5	40	45
8	The Westin	5	40	45
9	Sheraton Grand	5	37	42
10	O Hotel	5	28	33
11	Crown Plaza	4	24	28
<b>TOTAL</b>		<b>47</b>	<b>314</b>	<b>361</b>