

# Impact of Training on Job Satisfaction, Talent Retention and Change Management: An Empirical Study Carried Out on Generation Z Employees Working in Luxury Hotels of Mumbai

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**Abstract- Background:** Hospitality industry is amongst major revenue earning and employment generating industry for India. One of the most important vertical of hospitality is Hotel Industry. Hotels require a good number of employees with diversified sets of skills and knowledge towards smooth running of its operation and for this reason most of the hotels have their internal training programs to develop their staff for its operation. With increase in tourism activity, number of hotels came up in Mumbai in last two decades which created dearth of junior and middle level employees. The dynamic environment, especially after COVID 19 pandemic further created the need for staff retention and efficient change management for hotel industry specially towards Generation Z employees. This study tends to investigate the impact of training with respect to job satisfaction, staff retention and change management in luxury hotels of Mumbai for Gen Z employees'

**Objectives:** The main objectives of the study were to analyze impact of training towards job satisfaction, to determine effect of training on talent retention and to investigate influence of training on change management in hotel industry.

**Methodology:** Quantitative analysis of data was carried out to reach to conclusion. Data was collected from front office, food production, F&B service and housekeeping department of luxury hotels of Mumbai. The constructs identified to find out impact of job satisfaction were fair salary, cordial relations with peers, relationship with senior managers and job security. The factors of staff retention were enjoyment at work, promotions, work-life balance and self-feedback and self-development. The factors of change management were technological changes, understanding of SOPs, safe working practices and combat with emergency situations. Total 207 responses were taken and data was validated through multiple regression, correlation and chi-square tool of statistical analysis. The tests were carried out with IBM SPSS version 28.0.0.0 (190).

**Result and Conclusion:** Null hypotheses were rejected for all three variables. Female employees were more positive towards training than their male counterparts. Training was found to be most impactful in multinational ownership hotels. Training was most effective in combating emergency situations and least towards getting fair emoluments.

**Key words:** *Hotel Industry, Training & development, Job satisfaction, Staff retention, Change management, Generation Z.*

## INTRODUCTION

Individuals who share similar date of birth within a similar time frame makes a generation. Most analyst consider the generation born between 1981 and 1996 as millennials, individuals born between 1997 and 2012 are considered as Generation Z (or Gen Z) (Dimock, 2019) and Generation Alpha are individuals born on and after 2013.

Many researchers also address Gen Z as 'C Generation' and 'R Generation' wherein C stands for 'connected', connected with the aid of internet, laptops, smart phones and other gadgets. It's also called as 'R generation' wherein R stands for responsibility, as most of persons from this generation like to have feedback on their performance from their seniors, want to use new technologies, take aid of software for time management, likes multitasking, want to grow fast in their career and don't hesitate to relocate for better job prospects and knows how to keep personal and business life separate (Dolot, 2018) One of characteristics of Gen Z wherein they want to work smart and work hard and at the same time didn't hesitate to spend money on their hobbies, travelling

and exploring new places, have brought much awaited boom in travel and tourism industry.

In India, for the year 2019, around 42 million jobs were created in the tourism sector. This amount to 8.1 percent of the total employments of India (Ministry of commerce and industry, 2020). One of the most important vertical of tourism is ‘hotel industry’ which provides boarding and lodging to travelers. Hotels being labour incentive establishments are facing acute challenge of retaining and motivating staff, motivating especially towards change management as an after effect of COVID 19.

This study shall establish the Impact of training on job satisfaction (job satisfaction being one of the factors towards staff retention) and change management.

### REVIEW OF LITERATURE

Organizational training is directly linked to staff job satisfaction and frequently conducted scheduled training programmes enhances satisfaction amongst staff (Iliopoulos et al, 2018), training together with employment security, leadership style and hotel’s brand image was found to be more impactful towards attaining job satisfaction than towards increase in remunerations (Ashton, 2017) whereas study by (Ann and Blum, 2020) established that even for senior employees in hospitality industry job satisfaction had a significantly negative effect on turnover intention. The fact that organizations with learning environment has vital and positive effect on job satisfaction and commitment towards organization and further on employee performance was further recognized by study conduct by Hendri (Hendri, 2019). Therefore, there is enough literature to suggest that one of the objectives of study can be:

Objective 1: To analyze impact of training towards job satisfaction of employees’ working in hotel industry. Studies state that stable workforce is vital towards survival of hospitality industry and departure of older workforce shall compel organizations to attract and retain talent from Gen Z and training and development are important factors that contribute to it (Goh and Okumus, 2019) also, it was found that irrespective of ranks service failures are bound to happen in hotel industry, employee training and job autonomy are factors that contributes towards service-recovery performance and job satisfaction (G. Hewagama et al, 2019) while some of studies showed that most

significant factors that impact training satisfaction and commitment in job for part-time employees’ were job shadowing programme and on-the-job training (Jaworski et al, 2018). So, the literature suggests that training has relationship with talent retention and another objective for the paper can be:

Objective 2: To determine effect of training on talent retention in hotel industry.

Paper by Belias and Trihas (2022) acknowledged the role of training of front office employees towards change management during the crises of Covid 19 and further emphasized on the need of developing model to measure the effectiveness of training and change management for hotels. The determinant aspects of change management in hospitality for new management were listed as planning education and training process, demographic problem, and new trends in workplace (Alecú, 2013) contrary to this, Chiang (2010) established that only communication and not participation and training has a strong influence on organizational change. Studies also suggests that with training objectives of changing attitudes and participant acceptance, most effective training methods were one-to-one training and role play for hotel industry (Furunes, 2005). The above discussed literature recommends third objective for paper as:

Objective 3: To investigate influence of training on change management in hotel industry.

#### Hypotheses of the Study

Hypothesis 1: Association between training of employee and job satisfaction of employees’ working in hotel industry.

H01: There is no significant relationship between training of employees and employee job satisfaction in luxury hotels of Mumbai.

Ha1: There is significant relationship between training of employees and employee job satisfaction in luxury hotels of Mumbai.

Hypothesis 2: Association between training of employee and retention of employees’ working in hotel industry.

H02: There is no significant relationship between training of employees and employee retention in luxury hotels of Mumbai.

Ha2: There is significant relationship between training of employees and employee retention in luxury hotels of Mumbai.

Hypothesis 3: Association between training of employee and change management for employees’ working in hotel industry.

H03: There is no significant association between training of employees and change management amongst employees in luxury hotels of Mumbai.

Ha3: There is significant association between training of employees and change management amongst employees in luxury hotels of Mumbai.

**RESEARCH METHODOLOGY**

• **Research Design**

The data was analyzed using the quantitative approach of data analysis. Data was run with descriptive analysis to find out the support constructs were getting with respect to different demographic profiles. It was ensured that fair amount of data was collected from various demographic profiles pertaining to gender, departments, ownership pattern and ranks of respondents. Cronbach’s alpha test was run on data to ascertain reliability of data. Hypotheses were validated with multiple regression, correlation and Chi-square tests.

• **Locale**

The data was collected from the government approved five-star deluxe and five-star hotels in the city of Mumbai and its suburbs. There are few hotels with multinational ownership and Indian chain hotels which were having five-star certifications but are now waiting for its re-validation, few others are maintaining five-star standards but are yet to apply for its classification, some of these hotels were also taken for study. Responses were received from 18 luxury properties.

• **Sampling**

The responses were collected from four major revenue producing and operational department of hotels.

Employees working with accommodations i.e., front office and housekeeping, and in food and beverage departments i.e., food & beverage service and food production were population for study. Permanent employees, management trainees and job trainees were considered while vocational trainees and part time workers were excluded from study.

• **Tools and Technique**

Total 12 constructs were identified for questionnaire, 4 constructs each for 3 hypotheses under study. Respondents were asked to award ratings for each construct on a 5-point Likert scale. Rating 5 was meant for strongly agree, 4 for agree, 3 for neither agree nor disagree, 2 for disagree and 1 for strongly disagree.

Constructs identified towards job satisfaction were impact of training in getting fair emoluments, cordial relations with peers, maintaining positive cordial relationship with managers and job security. The questions designed to determine factors of employee retention were role of training towards enjoying one’s work, getting promotions in job, maintaining work-life balance and self-feedback and self-development. The factors identified supporting change management in hotel industry were impact of training towards adapting technological changes, better understanding and implementation of SOPs, practicing safe working practices and to combat emergency situations. Vital inputs were taken from the works of (Gartzia, 2021) (Palomo, 2020) (David, 2015) and (Soria, 2011),

The questionnaire was circulated through electronic mode to HR managers, training managers and departmental heads and wherever possible researcher had personal interaction with respondents. It was declared in questionnaire that data shall be confidential and shall be used for research purpose only.

Data analysis was carried out with the help of IBM SPSS Statistics version 28.0.0.0 (190).

• **Research Model**

Demographic profiles	Objectives	Hypotheses	Constructs	Tools of hypotheses testing.
1. Sex 2. Department 3. Rank 4. Ownership pattern of hotel	1.To analyze impact of training towards job satisfaction	Ha1: There is significant relationship between training of employees and job satisfaction	1.Training helps getting fair emoluments 2.Coordial relations with peers 3.Coordial relations with managers 4.Helps towards job security	Multiple Regression
	2. To determine effect of training on talent retention	Ha2: There is significant relationship between training of employees and employee retention	5. With training, I enjoy my work. 6.Training helps getting promotion at work 7.Maintaining work-life balance	Correlation analysis

				8. Self-feedback and self-development	
	3. To investigate influence of training on change management	→	Ha3: There is significant association between training of employees and change management	→	9. Keep pace with technological changes 10. Following SOPs 11. Practicing safe work practices 12. Combat with emergency situation
					→ Chi-square

Figure 1: Model of the study

- Reliability test of data

Reliability

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	207	100.0
	Excluded <sup>a</sup>	0	.0
	Total	207	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha		N of Items	
.890		12	

Figure 2: Outcome of Cronbach’s alpha on data.

Cronbach’s alpha test is run to find out the internal consistency of data. Value of more than .70 to .90 is considered as fit for study (George, 2003). The value for present set of data was .89 can be considered as excellent and strong enough for further analysis

- Frequency analysis of data on demographic profiles

Gender	Frequency	Department	Frequency	Rank	Frequency	Ownership	Frequency
Male	151	Front office	42	Managers	57	Multinational	42
Female	56	Housekeeping	45	Supervisors	62	Multinational Franchise	72
		F&B Service	57	Staff	52	Indian chain	54
		Food Production	63	MT/Job trainees	36	Standalone	39
Total	207		207		207		207

Figure 3: Frequencies of data.

The frequency of data suggests that there is enough representation from all the demographic profiles which can have effect on the study. Special emphasis was given to collect data from female respondents which was 27.05% and better than the average of 16% workforce of female employees working in hotel industry at city of Mumbai (Biz, 2018). Other profiles like department, ownership pattern of hotels and rank of respondents were also given due diligence.

- Data Analysis and Statistical Analysis

Descriptive analysis of data

Descriptive Statistics							
	N	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
1. Training helps me in getting fair emoluments	207	1	5	3.65	0.051	1.19	1.415
2. Training creates cordial relations with peers	207	1	5	3.97	0.044	1.027	1.055
3. Training helps me maintaining positive cordial relationship with my managers.	207	1	5	4.27	0.042	0.982	0.965
4. The training helps me towards job security	207	1	5	3.77	0.052	1.194	1.425
5. With training, I enjoy my work.	207	1	5	4	0.044	1.029	1.06
6. Training can help me getting promotions in job.	207	1	5	3.68	0.052	1.198	1.435

7. Training helps me in maintaining balance in personal- professional life.	207	1	5	3.56	0.049	1.137	1.293
8. With training I can think of self-feedback and self-development.	207	1	5	4.18	0.039	0.895	0.8
9. Training helps me to co-op up with technological changes	207	1	5	4.06	0.045	1.044	1.09
10. Training helps towards understanding and following SOPs	207	1	5	4.18	0.042	0.969	0.94
11. Training helps in practicing safe work practices	207	1	5	4.09	0.045	1.039	1.08
12. Training helps us combat with emergency situations	207	1	5	4.32	0.041	0.944	0.891
Valid N (listwise)	207						

Figure 4: Descriptive statistical analysis of data

Hypotheses Testing

Hypothesis 1: Association between training of employee and job satisfaction of employees’ working in hotel industry.

Outcome of Multiple regression Test as run-on Hypothesis 1

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.562	.559	.51429
a. Predictors: (Constant), Employee Retention, Change Management				
b. Dependent Variable: Job Satisfaction				

Figure 5: Multiple regression values with Hypothesis 1 as dependent variable.

The model as generated by multiple regression test for hypothesis 1 replicates R-value of .751 (much higher than acceptable limit of .4). The R-square value (.562) is also higher than permissible limit of .5 and further marginal difference between values of R square and adjusted R square recommends that *there exists significant relationship between factors and null hypothesis can be rejected for hypothesis 1.*

Hypothesis 2: Association between training of employee and retention of employees’ working in hotel industry.

Outcome of Correlation Test run on Hypothesis 2 (Impact of Training on talent retention)

Correlations					
		C5	C6	C7	C8
With proper training, I enjoy my work (C5)	Pearson Correlation	--			
	Sum of Squares and Cross-products	757.147			
	Covariance	1.415			
	N	207			
Training can help me getting promotions in job. (C6)	Pearson Correlation	.385**	--		
	Sig. (2-tailed)	.001			
	Sum of Squares and Cross-products	251.132	564.461		
	Covariance	.469	1.055		
Training helps me in maintaining balance in personal- professional life. (C7)	Pearson Correlation	.256**	.241**	--	
	Sig. (2-tailed)	.001	.001		
	Sum of Squares and Cross-products	159.392	129.631	516.231	
	Covariance	.298	.242	.965	
With training I can think of self-feedback and self-development (C8).	Pearson Correlation	.473**	.401**	.286**	--
	Sig. (2-tailed)	.001	.001	.001	
	Sum of Squares and Cross-products	357.892	264.131	180.231	762.231
	Covariance	.669	.494	.337	1.425
	N	207	207	207	207
**. Correlation is significant at the 0.01 level (2-tailed).					

Figure 6: Outcome of correlation test as run-on Hypothesis 2.

Positive Pearson's  $r$  (between .241 to .473) denotes positive correlation amongst the constructs and are moderate to moderately strong and standard alpha value of .001 (less than permissible limit of .05) denotes that *there exists significant positive relationship between variables and null hypothesis can be rejected for hypothesis 2.*

Hypothesis 3: Association between training of employee and change management for employees' working in hotel industry.

Outcome of Chi-Square Test on Hypothesis 3

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	543.997 <sup>a</sup>	189	.001
Likelihood Ratio	343.438	189	.001
Linear-by-Linear Association	135.300	1	.001
N of Valid Cases	207		

Figure 7: Chi-square values of change management (Hypothesis 3) with gender's perception towards training as variable.

The values as furnished by SPSS towards hypothesis 3 denotes that Pearson Chi-Square is 543.997 which shows statistically strong association between the factors. The asymptotic significance value (p-value) is .001 (less than maximum benchmark of .05) which symbolizes that *there is significant association between training and change management and null hypothesis can be rejected for hypothesis 3.*

FINDINGS AND DISCUSSIONS

- The descriptive analysis ran on data shows that the construct stating 'training helps us combat with emergency situations' got most support from respondents with mean value of 4.32 (with maximum rating of 5). Variance of .89 was lowest amongst all constructs which shows that it got support from all demographic profiles. COVID 19 pandemic can be one of the main reasons for it.
- Next construct with maximum ratings from respondents was impact of training towards maintaining positive cordial relationship with managers with mean score of 4.27.
- With scores of 4.18, two factors i.e., training helps respondents of taking self-feedback and self-development and training was helpful towards understanding and practicing SOPs were next in line with robust support from respondents.
- Another factor strongly support by respondents was positive influence training had on practicing safe work practices.
- Although all 12 constructs got healthy scores and were supported by respondents of all demographic profiles but least scores were awarded to the fact that training helped in

maintaining work-life balance. The training managers in hotel industry can take there type of soft-skills modules as area for improvement.

- Close to factor of work-life balance was the construct of influence of training towards getting fair emoluments which got lower ratings.
- Promotions in job and job security were other factors with lower than the average ratings given by respondents.
- Out of the three identified variables i.e. job satisfaction, staff retention and change management, training was found to be most supportive towards change management.
- The maximum variance was observed amongst three constructs i.e., training helped them getting promotion in job, training helps towards job security and training helps respondents in maintaining work-life balance, reasons being difference in opinion of different demographic profiles.
- With minimum variance of .8 and .94 training was found helpful towards self-feedback and self-development and understanding of SOPs for respondents it was observed that most of demographic profiles gave similar ratings to these constructs.

CONCLUSION

Training was found to mediate change management the most, job satisfaction and staff retention got almost similar ratings by respondents. Amongst demographic profiles, female respondents were more positive towards training then their male counterpart. Out of 12 constructs for 11 constructs female respondents gave better ratings than male respondents. Only for the

construct that training helps to keep abreast with technological changes male respondents gave better ratings than females. The findings supported the outcome of study as conducted by Dalkrani,( 2018) and Ognjanovic, (2019).

Amongst the departments, respondents from food and beverage service department awarded best ratings for training. It was followed by housekeeping and then front office department. Respondents from food production department gave least ratings towards effectiveness of training for all the variables. For profile of rank, managers were most optimistic about positive impact of training towards variables, next were management trainees and job trainees. Supervisors were next in ratings who supported training functions in hotels with least support by junior level staff.

Another important observation was that training functions were most effective in multinational ownership hotels. It was followed by Indian chain hotels. In franchise hotels training functions were dependent on the type of franchise agreement. For standalone hotels training was mostly considered as off-season activity.

Overall, training was found to have positive significant relationship with the variables in the study.

#### LIMITATION OF THE STUDY

The study was carried out for luxury hotels in the city of Mumbai. The outcome of research can be different for different cities/ regions. Impact of training was considered for three variables i.e., job satisfaction, staff retention and change management, there are many other verticals training can have impact on and can be studied in other studies. Effectiveness of different methods of training for different ranks/ departments/ gender can also be undertaken as field of further study

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QUESTIONNAIRE

Dear Sir/ Madam,

Kindly answer the following questions by filling tick [√] in front of appropriate box. The data collected shall be analysed for my research on impact of training towards employee satisfaction and change management. Further it is to notify:

1. Received information shall be confidential.
2. Please consider 'Training' here as classroom training, workshops, outdoor activities, one-on-one training given by your superiors and training extended during departmental briefings every-day.
3. Kindly tick [√] in front of appropriate box.

Name: \_\_\_\_\_ (Optional)Hotel: \_\_\_\_\_ (Optional)

Male/ Female: \_\_\_\_\_ (Required)

a) Please tick your department.

Front Office                       Housekeeping                       F & B Service                       Food Production

b) Please mention your rank at present.

Managerial                       Supervisor                       Staff                       MT/ Job Trainee

c) Kindly mention ownership pattern of your hotel.

Multinational ownership                       Franchise with multinational                       Indian chain or franchise                       Indian Standalone

Sr No	Question	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
1	Training helps me in getting fair emoluments	5	4	3	2	1
2	Training creates cordial relations with peers	5	4	3	2	1

3	Training helps me maintaining positive cordial relationship with my managers.	5	4	3	2	1
4	The training helps me towards job security	5	4	3	2	1
5	With training, I enjoy my work.	5	4	3	2	1
6	Training can help me getting promotions in job.	5	4	3	2	1
7	Training helps me in maintaining balance in personal- professional life.	5	4	3	2	1
8	With training I can think of self-feedback and self-development.	5	4	3	2	1
9	Training helps me to co-op up with technological changes	5	4	3	2	1
10	Training helps towards understanding and following SOPs	5	4	3	2	1
11	Training helps in practicing safe work practices	5	4	3	2	1
12	Training helps us combat with emergency situations	5	4	3	2	1