

IMPACT OF TRAINING ON EMPLOYEE SATISFACTION: AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO FRESHER'S FROM HOTEL SCHOOLS EMPLOYED IN THE HOTELS OF MUMBAI AND ITS SUBURBS

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ABSTRACT

Background: Employee satisfaction is always considered a vital component which contributes towards employee performance and employee retention in hotel industry. The factors that bestow to employee satisfaction are dynamic in nature and studies needs to be conducted to find out factors that adds to the satisfaction levels of youngsters joining hotel industry. **Objectives:** The main purpose of this study was to identify the core factors which contribute towards employee satisfaction for fresher in hotel industry and impact of training on these factors. **Methodology:** The factors identified were job satisfaction, rewards, promotion, working environment and social aspects of job. The study was conducted towards correlation between these factors and different demographic profiles such as sex, ownership, department, post and qualification of candidates. Samples were collected from hotels with multinational ownership, multinational franchise, Indian chain-ownership/franchise and Indian standalone hotels. Data from four major revenue generating departments- Front office, Housekeeping, Food and Beverage Service and Food Production was taken from 151 candidates with less than two years of industry experience. Data was tested for correlation coefficient, mean, S.D and regression analysis. **Results:** Main findings were that multinational ownership hotels were efficient in implementing the training functions followed by multi-national franchise, Indian chain hotels were performing satisfactory towards implementation of training for employee satisfaction. There is major gap in implementation of training functions in Indian standalone hotels creating a potential for them to improve towards this aspect of employee satisfaction. Training was found to have positive linear relationship with employee satisfaction. 85 male and 66 female candidates took part in the study. **Conclusion:** Training had strong positive correlation with job satisfaction, working environment, promotion and social aspects whereas moderate relationship was established with rewards. Qualification, management and department were demographic profiles with higher variability whereas sex and post were having medium variability.

Key Words: Employee Satisfaction, Factors of Employee Satisfaction, Training, Hospitality, Hotel Industry

INTRODUCTION

As per the British Law, “A hotel is an establishment held out by the proprietor as offering food, drink and, if so required, sleeping accommodation, without special contract, to any traveler presenting himself who appears able and willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to be received” (Hotel Proprietors Act, 1956) This definition is widely accepted internationally. In simple language it can also be defined as “An establishment which offers the facilities like boarding and lodging in return of a fee and generally hotels treat their customers as guests and strive to provide them the facilities which exceed their guests’ expectation.” Hotel industry is one of the largest and most rapidly growing industries in the world and India is no indifferent to it. Last two decades have witnessed the presence of almost all the major hotel brands in India. As per the annual report (January 2018-March 2019) by Ministry of Tourism, Government of India- foreign tourist arrivals in 2018 were 10.56 million with a growth of 5.2% over the previous year. Total foreign exchange earning of Rs. 1,94,892 crores with a growth of 9.6% over the previous year. Many initiatives like e-visa being extended to nationals of 167 countries, Swadesh Darshan- a scheme to develop tourist circuits within entire country, PRASHAD scheme to develop 41 sites in 25 states etc shall witness steady growth in tourism sectors for years to come (Ministry of Tourism, 2019).

In their quest to provide best possible and uniform services and products to their guests, hotels have different departments with skilled staff to look after their guests’ needs. Broadly these departments can be divided into two categories: Revenue generating operating department and non- revenue generating operating department.

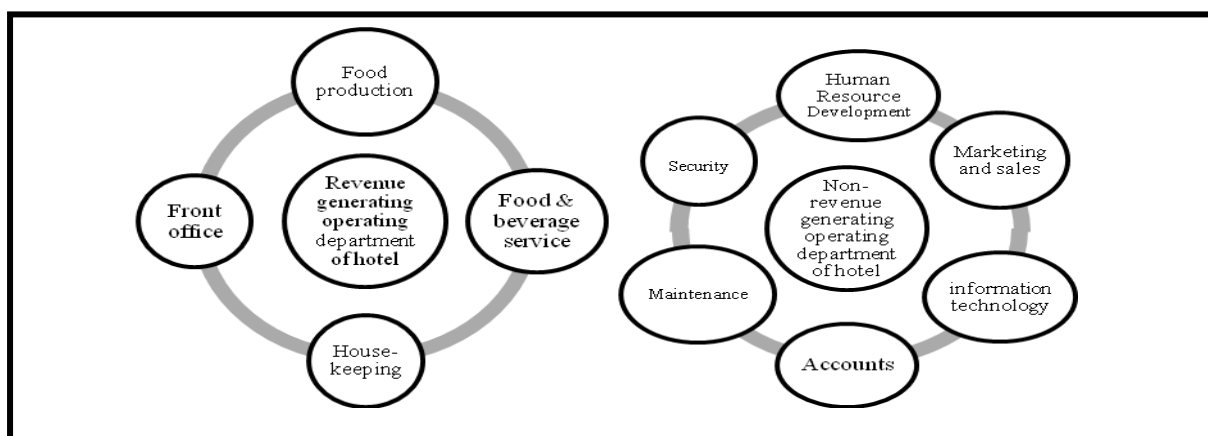


Figure 1: Revenue generating and non-revenue generating operating department of hotels

Hotels are facing dearth of skilled manpower in revenue generating operating departments and majority of hotel school pass-outs opt for these departments to make their careers.

As per the report titled “Indian Hotel Industry- Review & Prospects” published by CARE, the inventories of room amongst the branded category for Mumbai was 13,726 second in India after Delhi (22159) with a Y-o-y growth of 1.7%. This inventory shall witness an addition of 4039 rooms (growth of 29%) in coming years. The report further stated that Mumbai achieved highest room occupancy over past few years amongst all the major markets in India. Hotels of Mumbai registered average room rate of Rs 7740 (second highest in India among all the major markets). Amongst the major challenge faced by hotels, the report pointed out were Government approvals and licenses as first, second challenge was land availability and cost issues and third major challenge pointed out was “HUMAN CAPITAL”, severe dearth of skilled manpower. (CARE- Kansara, 2019).

According to the annual report by HTL 2020 (in collaboration with STR) the average occupancy rate in five major key market in India was more than 70% (Mumbai witnessed occupancy of 77.1% with ADR grew 3.3% and Rev PAR 3.8%). Although hospitality industry is facing challenges of COVID 19 pandemic but experts are hopeful that factors like significant reduction in GST, positive news towards COVID vaccines and increased air travel shall continue to see improvement in revenues for hotels in major markets. One positive for Mumbai was that apart from business traveler, leisure market also grew for the city in last two years.

As per the data by University of Mumbai, 26 colleges are conducting B.Sc. Hospitality studies programme with it. There is one Institute operated by Ministry of Tourism (central government) offering degree by IGNOU and National Council for Hotel Management and Catering Technology (NCHMCT). There are around 6 deemed to be Universities in and in the vicinity of Mumbai offering hospitality degree/diploma, State Technical Boards are also offering diploma and apart from it few colleges are offering degree in collaboration with foreign Universities (University of Mumbai, 2020).

Total (approximately) 2400 students passed out from Mumbai University (University of Mumbai- Online result second half , 2021), IHM other deemed to be Universities and boards. A large chunk of these students move to other industry like call centers, retail, marketing and sales, facilities management firms, shipping industry etc. Those who opt for hotel industry

mainly join revenue producing department of hotels i.e. Front Office, Housekeeping, Food and Beverage Service and Food Production.

The early research on 'Employee Satisfaction' was published in 1932 wherein significance of employee satisfaction was acknowledged by Kornhauser (1932), Happock (1935) and Roethlisberger (1939) also acknowledged employee satisfaction as significant factor contributing to organizations' well-being and it was adopted by many large companies by mid 1950s. Many researchers like Michael (1964), Harter (2002), Madlock (2008) etc. took job satisfaction and employee satisfaction as same whereas some studies established that features of job and job related environment are components of job satisfaction (Gilbert, 1974). Some authors defined employee satisfaction as not only to employees' individual needs, but wants, desires or values, good payments, working environment and promotion opportunities were found to contribute towards employee satisfaction (Locke, 1969). Yeh (1999) carried a study for hotel industry and established that identified employee nourishment, development and safety, friendly work environment, loyalty and corporate performance were factors of employee satisfaction.

Thus job satisfaction can be taken as one of the vital factor of employee satisfaction for the study. Zopiatis et al. (2014) examined the association between job involvement, organizational commitment and job satisfaction with the turnover intention of hospitality employees. The main findings of the study were that factors like information sharing, decision making and empowerment added to commitment towards the organizations. Coughlan et al.(2014) supported the definition of job satisfaction as a holistic achievement of internal, external and individual job satisfaction. The main factors contributing towards job satisfaction were understanding of what their job entails, task identity, department of employment and benefits while some researches established that satisfaction was crucial to the financial health and customer satisfaction. Greater autonomy, independence, power of decision making, flexible schedule, better working conditions and training were the contributors towards satisfaction. (Borralha, 2016). Elnaga et al. (2013) emphasized on the need for training for improved performance of employees whereas some authors pointed out four factors of training i.e. training commitment, training needs assessment, training contents and delivery approaches and training evaluation; these factors had positive effects on employee's work commitment, job satisfaction and job performance(Vasudevan, 2014). Slutsky et al. (2018) established that mindfulness training programs are needed in

organizations to enhance work performance, job productivity, focus, job satisfaction and positive relationship to work.

The literature suggests that job involvement, recognition, enhancement of job performance and productivity are significant constructs of job satisfaction and therefore were considered for study. Rogelberg et al. (2010) conducted a study wherein job satisfaction was found to be linked with pay, promotion, opportunities, coworkers, supervision and work itself. The paper added one more facet of 'meeting' in these five factors. The paper also suggested conduct of effective meetings adds to job satisfaction Chan (2015) established extrinsic needs, health and safety needs and economic and family needs to have positive association with job satisfaction. Some studies also recognized factors like pay and benefits, peers, management, working environment and superiors to measure employee satisfaction level (Zaim, 2007). Researches also recognized relationships and career advancement as factors of employee satisfaction (McPhail, 2015) Ngirande (2014) also supported the fact that there is positive relationship between training, job satisfaction and employee retention.

All these studies recommend rewards and promotion as important factors of employee satisfaction wherein constructs can be salary, perks and benefits for rewards and enhancement of skills, financial growth, advancement in work profile and fair chance to grow in an organization.

Amirtharaj et al. (2011) in their study put forward the facts that skilled manpower is a must for successful hotel operations. Training was suggested as motivational tool required at all levels- managerial, supervisory and workers similarly Abraham (2012) came out with conclusion that training programme, leadership and planning, culture and ethics, supervisor and communication were the important factors that effected the employee satisfaction in organizations. Sattar (2015) concluded with observation that training and empowerment of the workers contributed more in employees' work performance and their job satisfaction than that of rewards/incentives. Some paper indicated positive connections of causal relationship between management and coworker relations with satisfaction. The workers who feel positive towards their bosses were more satisfied, same went with coworkers (Azic, 2017). Paper by Hanaysha et al.(2016) stated that employee empowerment, teamwork and employee training had significant positive effect on job satisfaction. Studies also supported the fact that there is a significant relationship between training, organizational effectiveness and job satisfaction (Rahman, 2014), likewise Pansari et al.(2015) came out with the findings that measuring

employee engagement can reveal areas of employee development that need attention, employees personify the company's service philosophy and having highly engaged employees is associated with higher profit growth. Amin et al.(2017) conducted a research on employee satisfaction and hotel performance and draw out constructs that significantly enhances employee satisfaction and hotel performance while some of the studies linked work engagement and career satisfaction with corporate social responsibility in their study carried out on airlines industry (Ilkhanizadeh, 2017).

Thus work environment can be taken as a factor with training, communication and cordial coworker relationships as constructs and social aspect of job as another factor with social responsibilities an organization assumes and brand image as constructs for the study.

The hotel industry is labor intensive industry and facing dearth of skilled manpower. The industry in metros like Mumbai is facing another challenge of employee retention as there are ample jobs available for unsatisfied employees with presence of all major national and international hotel chains, corporate houses, call-centers, manning agencies for cruise liners and merchant ships etc. Even if a staff sticks to a hotel, motivation towards quality performance is another task for hotel managers. Effective and efficient training functions can help management to tackle the challenges to great extent.

This study shall suggest some of the vital factors that contribute to employee satisfaction and their relationship with training functions of a hotel.

With the outcomes of review of literature and general discussions with industry experts the objectives of the study were:

- To establish relationship between training and employee satisfaction in hotel industry
- To find the factors that influence most towards satisfaction of employee, based on the demographic profile of the employee or hotel.
- To suggest the means for improving employee satisfaction, which in turn can help hotels towards employee retention; one of the challenges hotel in Mumbai are facing.

METHODOLOGY

Research Design: A qualitative approach of data analysis was adopted due to large data size. Descriptive statistical analysis was done on different demographic profiles to find out impact

of training on employee satisfaction with special reference to fresher from hotel schools employed in the hotels of Mumbai and its suburbs.

Locale: The universe of study was five star or equivalent hotels of Mumbai city and its suburbs. As per the data with Federation of Hotel & Restaurant Association of India, (fhrai.com) as of now there are 19 approved 5-star deluxe and 5-star hotels with equal number of chain and multinational hotels being either not applied for re-approval or waiting for classification inspection. The emphasis was given to have substantial representation of different demographic profiles mainly management pattern (ownership pattern) of hotels.

Sampling Design: Primary data was collected from eight hotels/ chains, two from each category; multinational, franchise with multinational, Indian chain and standalone hotels. Students who passed out in or after year 2018 and joined hotel industry were approached for study.

Tools and Technique: The data was collected on 5 point Likert Scale. Score of 1 was for strongly disagree, 2 for disagree, 3 for neither disagree nor agree, 4 for agree and 5 for strongly agree. Based on the outcome of review of literature, factors influencing employee satisfaction were identified and further constructs were drafted, inputs for questionnaire were taken from paper as published by Lee et al (2015) and Rahaman (2014) which were found to be appropriate to hotel industry. Total five factors and fourteen constructs were identified for the questionnaire. Apart from it, there were two open ended questions asked from candidates i.e. what is the biggest challenge they faced in their job/training and any other point they wanted to mention.

To speed up the data collection process, hard copy of questionnaires was distributed through the training department of these hotels, out of total 160 questionnaires circulated, 54 were received. Three prominent hotel schools were also contacted for data collection (with option of online submission of questionnaire), with approximately 720 students passed out from these schools since 2018, 97 responded to the questionnaire. Total data collected was of 151 persons. Many of students either have chosen to went abroad for higher studies or apprenticeship or didn't joined hotel industry as wanted to make their career in retails, BPOs, cruise liners etc. The total response rate was 18.64% (total 810 job trainees/ staff with less than 2 years' experience approached) was low which supported the observation of i.e. low response rate is common in hospitality related studies.

Data and Statistical Analysis: Total five factors were chosen in questionnaire i.e. job satisfaction, reward, promotion, work environment and social aspects of job. Fourteen constructs were drafted to determine impact of these factors towards employee satisfaction and their correlation with training. Data was run for factor analysis to find out the mean, standard deviation and confidence level of each factor. Regression and correlation analysis was done to find out the relation of factors with different demographic profile so that a relationship is established with the change of profile for the same factor and to find out the nature of relationship.

RESULTS AND DISCUSSION

For ease of study, different codes were given to demographic profiles as classified from data collected, mentioned as under:

Table 1: The demographic data of respondents

Demographic profile	Code	Demographic profile	Code
Sex			
Male	A1	Post: Management Trainee	D1
Female	A2	Operations Management Trainee	D2
Management		Job Trainee	D3
Multinational	B1	Job as junior staff	D4
Multinational Franchise	B2		
Indian chain/Franchise	B3	Qualification: Post Graduate & more	E1
Indian Standalone	B4	3 years' Diploma/Degree	E2
Department		Diploma less than 3 years' duration	E3
Front Office	C1	Short term Diploma	E4
Housekeeping	C2		
Food & Beverage service	C3		
Food Production	C4		

The table below shows the representation of different demographic profiles of collected data:

Table 2: The demographic data of respondents

Code	Particular	Number (n)	Percent
A1	Sex: Male	85	56.29
A2	Female	66	43.70
B1	Management: Multinational	20	13.24
B2	Multinational franchise	26	17.21

B3	Indian chain/franchise	64	42.38
B4	Indian standalone	41	27.15
C1	Department: Front office	49	32.45
C2	Housekeeping	54	35.76
C3	Food & Beverage service	18	11.92
C4	Food production	30	19.86
D1	Post: Management trainee	21	13.90
D2	Operations management trainee	33	21.85
D3	Job trainee	32	21.19
D4	Job as junior staff	65	43.04
E1	Qualification: Post graduate & more	13	8.60
E2	3 years diploma/degree	70	46.35
E3	Diploma less than 3 years duration	44	29.13
E4	Short term diploma	24	15.89

Mean and standard deviation of data was derived. The mean value represents the scores of respondents on scale of five. For standard deviation (SD) smaller the SD, the closer it is to the mean of the data set. The values and their interpretation are given below:

Table 3: Factor analysis of 14 items of employee satisfaction (ES)

Items	Standard deviation	Mean	Factors/ Code
I was made to understand by training department about my job and its contribution towards achievement of the strategic goals of the company.	0.88	3.94	Job Satisfaction (JS)
The training I got further developed my skills and knowledge.			
I am trained to manage my workload effectively			
I feel that proper training helped me in getting fair salary and perks	0.94	3.11	Reward (R)
The benefits I derive are better than those offered by other hotels of the same category.			
The training provided me with skills and knowledge essential for financial growth	0.83	3.58	Promotion (P)
The training helped me significantly towards chances for advancement in my work.			
Those who carry out their work properly are more likely to get recognition in their organization and training/HR department maintains proper systems for that.			
The company has skilled workforce. Training department monitors training needs for each section/department	0.71	3.81	Work environment (WE)
In my hotel, communication practices are effective and efficient and orientation to it was given by training personnel.			
The relationships among colleagues of the same Department are cordial.			
The company assumes society responsibility as it is properly	1.00	3.69	Social

communicated and conducted by training department.			aspect of job (SA)
Based on the internal environment and brand image, I can say that the company has strong future growth prospects.			
With trained manpower in hand, the company outperforms its competitors.			

The mean values showed moderate positive relationship between the factors and impact of training in them towards employee satisfaction. However, SD is towards higher side i.e. there existed wide gap in opinions of respondents, to get clearer picture descriptive analysis was run on individual demographic profiles.

Table 4- Mean, SD and Confidence to determine impact of training on different employee satisfaction factors against demographic profiles

1*	2**				3***				4****			
Factors	Mean				Standard Deviation				Confidence Level			
	A1	A2			A1	A2			A1	A2		
JS	4.22	3.56			0.78	0.89			0.17	0.22		
R	3.29	2.88			0.76	1.09			0.16	0.27		
P	3.82	3.28			0.66	0.93			0.14	0.23		
WE	3.92	3.67			0.64	0.78			0.14	0.19		
SA	4.02	3.25			0.82	1.05			0.18	0.26		
	B1	B2	B3	B4	B1	B2	B3	B4	B1	B2	B3	B4
JS	4.58	4.47	4	3.20	0.30	0.39	0.74	0.97	0.14	0.16	0.19	0.30
R	4.05	3.75	2.80	2.73	0.48	0.59	0.93	0.79	0.23	0.24	0.23	0.25
P	4.35	3.88	3.53	3.10	0.53	0.55	0.87	0.68	0.25	0.22	0.22	0.21
WE	4.57	4.14	3.75	3.34	0.22	0.40	0.68	0.68	0.10	0.16	0.17	0.21
SA	4.67	4.30	3.52	3.07	0.32	0.40	1.02	0.90	0.15	0.16	0.26	0.28
	C1	C2	C3	C4	C1	C2	C3	C4	C1	C2	C3	C4
JS	3.63	3.74	4.48	4.47	1.09	0.76	0.49	0.42	0.31	0.21	0.24	0.15
R	3.06	2.96	3.58	3.17	0.71	1.24	0.52	0.75	0.20	0.34	0.26	0.28
P	3.38	3.33	3.96	4.14	0.73	0.98	0.30	0.53	0.21	0.27	0.15	0.20
WE	3.69	3.66	4.04	4.16	0.76	0.82	0.41	0.36	0.22	0.22	0.20	0.13
SA	3.37	3.35	4.43	4.37	0.93	1.12	0.51	0.36	0.27	0.30	0.25	0.14
	D1	D2	D3	D4	D1	D2	D3	D4	D1	D2	D3	D4
JS	4.40	4.37	3.65	3.76	0.48	0.45	0.99	0.93	0.22	0.16	0.27	0.28
R	3.40	3.40	3.05	2.84	0.75	0.71	1.02	0.98	0.34	0.25	0.28	0.29
P	3.97	3.96	3.48	3.27	0.60	0.35	0.80	1.02	0.27	0.13	0.22	0.31
WE	4.30	3.98	3.70	3.60	0.48	0.49	0.75	0.77	0.22	0.18	0.20	0.23
SA	4.46	4.33	3.32	3.31	0.39	0.52	0.91	1.13	0.18	0.19	0.25	0.34
	E1	E2	E3	E4	E1	E2	E3	E4	E1	E2	E3	E4
JS	4.51	4.44	3.39	3.14	0.48	0.42	0.84	0.95	0.29	0.10	0.26	0.40
R	3.92	3.42	2.72	2.48	0.53	0.69	0.95	1.05	0.32	0.17	0.29	0.44
P	4.33	4.02	3.16	2.69	0.59	0.52	0.65	0.79	0.36	0.12	0.20	0.33
WE	4.31	4.1	3.54	3.21	0.40	0.40	0.75	0.88	0.24	0.10	0.23	0.37
SA	4.49	4.31	2.98	2.72	0.63	0.44	0.79	1.06	0.38	0.10	0.24	0.45

Column 1-Employee satisfaction factors (codes as in table 2), **Column 2- Mean of each demographic profile (codes as in table 1), *Column 3- standard deviation (codes as in table 1), ****Column 4 Confidence level (codes as in table 1)*

On analyzing the table above, the mean for profile A (sex), showed that male candidates were more responsive towards impact of training in enhancing their satisfaction factors with job satisfaction, rewards and social aspects towards job being significant, females showed more response on rewards. Standard deviation of more than 1 for females on factors of 'promotion' and 'social aspect' shows wide gap in opinion amongst respondents. The confidence level of more than 0.05 for all the factors reflects that impact of training was acknowledged by both males and females towards all the factors.

For profile B (ownership of hotels) multinational ownership hotels created most impact by training functions for employee satisfaction factors, followed by multinational franchise. Indian chain hotels were third and Indian standalone hotels were with least impact of training on employee satisfaction. Standard deviation table showed that there is significant difference of opinion toward social aspects of job for workers working with Indian chain hotels and Indian standalone hotels. Confidence level of more than 5% showed that impact of training was recognized.

For profile C (department) impact of training was uniform for front office. In Housekeeping department, it was acknowledged that training contributed least towards rewards. For Food & Beverage Service and Food Production department, impact of training was significant towards all but 'reward' factor of satisfaction. Again impact of training was acknowledged by all the departments towards employee satisfaction.

For profile D (post) it was observed that management trainees were most satisfied with training and accredited its impact for employee satisfaction (all the factors), it was gradually less for Operations Management Trainee followed by job trainees. Fresher's working as junior staff were least impacted by the training towards the employee satisfaction. There was significant difference of opinion amongst fresher on contribution training makes towards rewards for Indian chain hotels and for promotions for Indian standalone hotels. However the impact of training was admitted positively by all ranks.

For profile E (qualifications) it was detected that impact of training was most on post graduates, although less than 10% candidates were post-graduates. Training had significant

impact on graduates towards their satisfaction, with most contribution towards job satisfaction and social aspects. Training was found to have mediocre effect on candidates with diploma of less than 3-year duration and with short term courses. A major difference of opinion was observed amongst short term certificate courses candidates towards rewards and social aspects of job. The positive impact of training was acknowledged by all the candidates taken for study.

Correlation analysis is used to determine the correlation of training with factors of employee satisfaction at the 0.05 level of significance. A correlation of +1 or -1 shows perfect positive or negative correlation whereas 0.7 to 1 show strong positive (or negative) linear relationship, 0.3 to 0.7 moderate relationships and 0 to 0.3 a weak positive (or negative) linear relationship between factors (Ratner, 2009).

Table 5: Correlation relation between impacts of training for different ES factors

	JS	R	P	WE	SA
JS	1.00				
R	0.60	1.00			
P	0.76	0.63	1.00		
WE	0.78	0.62	0.74	1.00	
SA	0.78	0.71	0.80	0.74	1.00

The analysis concluded with the fact that there was a strong positive correlation of Job satisfaction with promotion, working environment and social aspects as established by Locke (1969) and Yeh (1999) whereas a moderated positive correlation with rewards. Rewards had moderate positive correlation with promotion and working environment as concluded by Zaim (2007) and McPhail (2015). Rest all factors share strong positive linear correlation Coughlan (2014) and Amin (2017).

Regression analysis is carried out to determine variability in dependent variable with one or more of independent variables. Multiple R is correlation coefficient which denotes the strength of linear relationship (1 shows perfect relationship, 0 shows no relationship) whereas R square is coefficient of determination which tells how many points fell in regression line.

For studies towards human behavior R-square values will tend to be less than 50% (Foster, 2020) however higher values denotes substantial variability.

Table 6: Multiple R value and R square value of demographic profiles against ESfactors.

	Qualification	Post	Department	Management	Sex
Multiple R	0.716119454	0.4807427	0.544390944	0.614637142	0.470573557
R Square	0.512827073	0.2311135	0.296361499	0.377778816	0.221439473

Multiple R and R square value shows qualification, management and management had high effect whereas post and sex as medium effect of factors of employee satisfaction.

The main purpose of this study has been analysis of different factors and impact of training on these factors towards the satisfaction of newly inducted candidates in the hotels of city of Mumbai.

The main findings of the study were that male candidates were more receptive of training towards their satisfaction, one of the major reasons may be majority of them joined Food and Beverage Service and Food Production department (57% approx.) where standard operating procedures (S.O.Ps) are more tailor made. Most of the females joined Housekeeping and Front Office department after their professional degree/certificates. Amongst female employees' major difference of opinion was found in Standalone Hotels towards promotion and social aspect of job this indicates that effectiveness of training vary significantly in standalone hotels.

Multinational ownership hotels were found to have effective implementation of training operations and it contributed favorably towards employee satisfaction it was seen less effective in franchise and Indian chains and least in Indian standalone hotels, as observed by Chand et al.(2007) It was found that social aspects towards job were strong and positive between employees of multinational brands followed by Indian chain hotels Chiang (2010). Training contributed most for Food and Beverage Service and Food Production departments especially for job satisfaction, work environment and social aspects of job. Candidates working in Food Production department were of view that training contributes towards promotions significantly.

Most of the hotels were found to give most attention of Management Trainees and Operational Management Trainees followed by Job Trainees, Hartline(2003). Newly inducted junior staff were least impacted by the training operation. In standalone hotels major difference of belief was observed towards rewards and social aspects of job, this means that Human Resources practices and brand image of a particular hotel plays a significant part in their satisfaction and it's not uniform in standalone hotels Chand et al. (2007).

In response to the open ended questions, 52% respondents mentioned travelling from home to hotel as biggest challenge- Rout (2002), getting cost effective accommodation was the challenge faced by 30% respondents- Gandhi (2012), long working hours were mentioned by 27% respondents, working in shifts was difficult for 12%, work load by 9%- Bhole (2004), rude behavior by senior staff was mentioned by 12%,Jung (2019) stipend/salary not delivered in time was mentioned by 3% and another 3% were not happy with appraisal systems. 6% of the respondents found it difficult to communicate with guests.

CONCLUSION

The study established a positive correlation between training and employee satisfaction for fresher working in five star or equivalent categories hotels in the city of Mumbai and its suburbs. Male candidates were more strongly convinced that training can contribute towards achieving promotion, rewards, job satisfaction and social aspects and this was all the more evident for Food Production and Food and Beverage Service departments. Females were less bothered about role of training towards promotion and social aspects. There was definitely scope of improvement for Indian standalone hotels in implementing training functions efficiently and effectively. Post graduates were most influenced by training followed by undergraduate students. Although all identified factors were impacted by training towards achievement of employee satisfaction, the study suggested that its impact is different for different employees and this can be used by hotels to decide on where and how much of Human Resources to be allocated for achievements of training and organizational objectives.

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