IMPACT OF TRAINING ON EMPLOYEE SATISFACTION AND CHANGE MANAGEMENT: A PRAGMATIC STUDY WITH SPECIAL REFERENCE TO EMPLOYEES WORKING IN LUXURY HOTELS OF MUMBAI

* Anupam Dhoundiyal[1] and (Dr.) Dipin Mathur[2]

[1]Research scholar, [2]Director, Department of Management Studies,
Pacific Academy of Higher Education and Research, Udaipur
anupamdhoundiyal@yahoo.com

ABSTRACT

Background: *It was always a challenge for hotel industry to find and retain skilled manpower and most of the hotels depend on in-house training programme to train and develop the employees as per their requirement. It is easy for hotels to retain staff if they are well-trained, they enjoy their work and are satisfied with workplace. COVID-19 pandemic presented one more challenge to hotel industry i.e., to embrace changes as per the expectations of market.* **Objectives:** *The main objectives of the study were to find out the impact of training towards employee satisfaction and change management. To establish the influence of employee satisfaction towards change management.* **Methodology:** *The factors shortlisted towards employee satisfaction were rewards, nature of work, supervision, benefits, work-environment and co-workers. Factors identified for change management were strategic success, technological changes, effective systematic plan, communication, environment for change and change management. The research design for this paper was descriptive. The study was conducted for employee working in four major revenue producing operational departments. Total 16 hotels of city of Mumbai were approached for data collection. Due diligence was taken to collect data from different demographic profiles such as ownership pattern of hotels, department and experience of employees, their qualifications etc. Total 165 samples were collected. Data was corroborated using Cronbach's alpha and hypotheses were validated using correlation and compare means one-way ANOVA tests with the help of SPSS software.* **Result:** *Main findings of study were that nature of work and supervision had moderate effect on work environment. Benefits, rewards and co-workers showed strong correlation. Co-workers and work environment strongly impacted employee satisfaction. Strategic success, environment for change and communication significantly affected change management.* **Conclusion:** *Training was found to have significant relationship with employee satisfaction and change management. Employee satisfaction had significant association with change management. However technological change and effective systematic plan (factors of change management) were not significantly associated.*

Key Words: *Hotel Industry, Employee Satisfaction, Change Management, Training*

INTRODUCTION

Hotels treat their customers as guests and can further be defined as "An establishment wherein any bonafide guest can avail the facilities like boarding and lodging provided he/she is in a fit condition to be received and willing to pay for the facilities". British Law defines it as, "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).

Hotel and Hospitality industry is amongst most rapidly growing industries in India and in the world. As per the annual report, January 2018-March 2019 i.e., before COVID-19 pandemic by Ministry of Tourism, Government of India, foreign tourist arrivals in 2018 were 10.56 million with a growth of 5.2% over 2017 with total foreign exchange earning of Rs 1,94,892 crores, a growth of 9.6% year-over-year (YoY).

One of the major challenge hotel industry is facing is availability of skilled manpower and further to retain the workforce available. This created need for training as vital function in hotels so that new recruits as well as under-skilled workers can be trained as per the standards of the hotel. The challenge of staff retention contributed to the need of employee satisfaction. The concept of employee satisfaction gathered pace in the last decade of twentieth century with significant work done by Ann (2020), Spinelli (2000), Jacob (2000) and many other authors. Today, hotel industry acknowledges the importance of training and development towards enhancement of employee satisfaction levels.

Financial year 2019-20 bought lots of challenges for hotel and hospitality industry with the news that Director General at World Health Organization (WHO) declared novel corona outbreak a public health emergency of international concern (PHEIC), WHO's highest level of alarm, on 11th March 2020. Government of India imposed lockdown from midnight of 24th March 2020 for 21 days followed by many others by central and local administration. Hotel industry was forced to limit its operation only for house guests who were struck in hotels due to lockdown. As per the data released by the federation of hotel and restaurant associations of India (FHRAI), in FY'21, the Indian hotel industry has taken a hit of more than Rupees 1.30 lakh crore (US$ 17.81 billion) in revenue due to impact of COVID -19 pandemic (IBEF, July 2021).

Even with the lockdown restrictions are eased now, COVID-19 pandemic forced hotel industry to adopt many changes, some of these were:

- Contactless/touchless controls in rooms

- More emphasis to environmentally friendly sustainable practices.

- Hygiene and sanitation getting more importance in operations.

- Willingness of guests in bracing technology towards touchless and hygienic services.

- Shift of focus within hotels industry to market themselves for domestic tourist.

The hotels in Mumbai and its suburbs showed early sign of revival. After May 2020 many of the city hotels could survive by modifying themselves into quarantine centres and January 2021 onwards it was further fuelled by demand generated by domestic business travelers. In Mumbai, daily occupancy reached as high as 77.9% on last week of June 2021 (STR, 2021).

There are studies which established significant positive relationship between working environment and training and development with employee commitment, Nor (2020) while Teo et al. (2020) attributed training as one of the vital factor to achieve high performance work system (HPWS) management in hospitality organizations. Mericia et al. (2020) suggested that training must be content-relevant and should fulfill the knowledge, personal and the job needs of the trainees in order to have high quality performance outcomes. Tews et al. (2020) in their study recommended that training climate like organizational support, manager support and job support are probable precursors of turnover in hospitality industry which was further supported by Murad et al. (2019) with findings that training and development had significant relationship with job satisfaction. Popyk (2019) linked staff motivation with qualification development and training. There exists enough literature to establish association of training with employee satisfaction, therefore it can be taken as one of hypothesis for the study.

Ali et al. (2021) strongly recommended that hotel industry face challenges in implementing reform initiatives but now changes are inevitable, industry have to device strategies for effective change management initiatives for strategic success, whereas, study conducted by Mahmoud et al. (2020) established a strong relationship between training and development and the managers awareness of crisis management. Pikkemaat (2006) emphasized on innovation as a key component in business strategy in tourism at the same time Proctor (2003) concluded that changes were bound to face resistance and one of the ways to combat it is effective communication. Most of the available literature states about the importance and need of change management for hotel industry but not much has been done towards impact of training towards it, therefore, impact of training towards change management can be taken as one of the hypotheses for the study.

Aziz et al. (2021) in their study established that job satisfaction had positive relation with employee commitment which further fuels organizational commitment. Srivastava and Agrawal (2020)

revealed that resistance to change is an antecedent to the turnover intention and is explained by burnout with perceived organizational support acting as moderator to turnover intentions. HR practices and management was found to help in developing job competency and further enhancing job satisfaction by Hewagama (2019), similar outcome were furnished by Nwachukwu et al. (2018) wherein employee commitment to strategy implementation was an important factor of employee satisfaction whereas Chien (2015) indicated that change management was positively related to employee satisfaction and engagement where it was linked with performance appraisals and KPIs. Thus, studies suggest that employee satisfaction has association with change management and one of the hypotheses for study can be to establish relationship between employee satisfaction and change management.

Based on the outcomes of review of literature and interaction with industry experts, following hypothesis were designed for the study:

Hypothesis 1: Association between training of employees and employee satisfaction in luxury hotels of Mumbai.

H_{01}: There is no significant relationship between training and employee satisfaction in luxury hotels of Mumbai

H_{a1}: There is significant relationship between training and employee satisfaction in luxury hotels of Mumbai.

Hypothesis 2: Impact of employee training towards change management in luxury hotels of Mumbai.

H_{02}: There is no significant relationship between training and change management in luxury hotels of Mumbai

H_{a2}: There is significant relationship between training and change management in luxury hotels of Mumbai.

Hypothesis 3: Association between employee satisfaction and change management in luxury hotels of Mumbai.

H_{03}: There is no significant relationship between employee satisfaction and change management in luxury hotels of Mumbai

H_{a3}: There is significant relationship between employee satisfaction and change management in luxury hotels of Mumbai.

Many of industry expert feel that hotel industry will recover much sooner than previously been estimated but with one more dimension added towards guest service, that is, quality service with

strict implementations of COVID protocols. To make themselves fit for market, hotel industry has to brace itself to achieve not only higher level of employee satisfaction but generate willingness amongst staff towards the change management. Therefore, this study was carried out with the following objectives:

- To find the influence of training towards employee satisfaction
- To assess the impact of training towards change management in hotel industry
- To evaluate the effect of employee satisfaction on change management.

METHODOLOGY

Research Design: A quantitative approach of data analysis was adopted to validate the hypotheses. Descriptive statistical analysis was done on different demographic profiles to find out impact of training on employee satisfaction and change management.

Locale: The study was carried out in the city of Mumbai and total 16 five-star hotels were approached for study. The hotels approached were of different sizes and ownership pattern like chain hotels, franchise or standalone hotels, multinational or Indian companies.

Sampling Design: The population for study was the employee working in four operating and revenue producing departments of hotels i.e., Front office, Housekeeping, Food and Beverage services and Food Production. Total 165 samples were collected from 16 five star hotels.

Tools and Technique : The samples were collected on five-point Likert's scale with score of 1 for strongly disagree, 2 for disagree, 3 for neither disagree nor agree, 4 for agree and 5 for strongly agree.

To draft the questionnaire, inputs were taken from paper by Schmidt (2007) which identified the factors and constructs of workplace training and overall job satisfaction. The main factors identified were rewards, nature of work, supervision, benefits, work environment and co-workers. Similarly, vital inputs towards the factors of change management as influenced by training were adopted form the work by Ali et al. (2021). The factors recognized were strategic success, technological changes, effective systematic plan, communication, environment for change and change management. Total 12 constructs were drafted, six for each of variable under study i.e., employee satisfaction and change management. Apart from questionnaire, researcher also conducted personal interviews with respondents wherever possible with an undertaking that their personal identity shall remain confidential.

The questionnaire was forwarded to Human Resource Managers and departmental heads of identified hotels and total 165 responses were received. The data was analyzed using IBM SPSS version: 28.0.0.0. (190).

Data Analysis and Statistical Analysis: Total 12 factors were identified, 6 to determine impact of training towards employee satisfaction and another 6 to change management. One construct each was drafted for each factor. Data was run for descriptive analysis to find out the mean and standard deviation. Reliability of data was ascertained by Cronbach's alpha and hypotheses were tested with Correlation coefficient and compare means by one-way ANOVA tests with the help of SPSS software.

Reliability Test of Data: Cronbach's Alpha: It is a measurement of internal consistency of data. As per the general rule, Cronbach's alpha of .70 to .90 is considered fit for further analysis (Ursachi, 2015). As per the Cronbach's alpha value of 0.784, data is strong enough and can be taken for further analyses.

Table 1: Outcome of Cronbach's alpha test on data

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.784	12

RESULTS AND DISCUSSION

The frequency test as run-on data reflects that all the demographic profiles contributed fairly in the process of data collection. For 'experience' as profile, maximum responses were received from employee with less than 3 years' experience as they are more enthusiastic towards training. Similarly, 3 years degree/ diploma were prompt in filling up responses.

Table 2: The demographic data of respondents (frequency tests)

Sex of respondents		Frequency	Percent
Valid	Male	88	53.3
	Female	77	46.7
	Total	**165**	**100.0**

Qualifications		Frequency	Percent
Valid	Post graduates	31	18.8
	3 years degree/ diploma	100	60.6
	Diploma less than 2.5 years duration	22	13.3
	Grade 12th or below	12	7.3
	Total	**165**	**100.0**

Department		Frequency	Percent
Valid	Front office	42	25.5
	Housekeeping	36	21.8
	F & B service	49	29.7
	Food production	38	23.0
	Total	**165**	**100.0**

Rank in hierarchy		Frequency	Percent
Valid	Managerial	67	40.6
	Supervisor	32	19.4
	Staff	32	19.4
	MT/ Job trainee	34	20.6
	Total	**165**	**100.0**

Experience in years		Frequency	Percent
Valid	15.1 years or more	24	14.5
	8.1 to 15 years	33	20.0
	3.1 to 8 years	34	20.6
	3 years or less	74	44.8
	Total	**165**	**100.0**

Ownership pattern		Frequency	Percent
Valid	Multinational ownership	35	21.2
	Multinational franchise	62	37.6
	Indian chain/ franchise	42	25.5
	Indian standalone	26	15.8
	Total	**165**	**100.0**

With mean value of more than 2.5 for each construct and standard deviation well below 1.5, it can be concluded that all the constructs got support well above acceptable values from respondents.

Table 3: Descriptive statistics of data

Descriptive Statistics				
Variable	**Factor**	**Construct**	**Mean**	**Std. Deviation**
Employee Satisfaction	Rewards	Training provides me with chances of salary increase	3.81	1.267
	Nature of work	With proper training, I am enjoying my work.	3.96	1.179
	Supervision	I think my supervisor takes personal interest in my on-the-job training	4.16	1.095
	Benefits	The benefits I get for my work is fair to my experience and skills.	3.70	1.266
	Work environment	Training provides me with an equal opportunity of growth & development	4.04	1.123
	Co-workers	My co-workers are cooperative and I enjoy working with them.	4.21	.966

Descriptive Statistics				
Variable	**Factor**	**Construct**	**Mean**	**Std. Deviation**
Change Management	Strategic success	In my opinion, training is essential for strategic success of hotel.	3.99	1.202
	Technology change	I feel that training is essential to adopt technological changes in hotels	4.30	1.055
	Effective systematic plan	A good training programme is essential to implement effective systematic plan.	3.95	1.170
	Communication	As per my belief, effective communication is essential for efficient change management	3.88	1.212
	Environment for change	A good training programme creates environment of the change in an organization.	4.19	1.098
	Change management	Training is an effective tool to manage changes in hotels	4.39	.985

Table 4: Correlation analysis of constructs of hypothesis 1

Correlations		**Rewards**	**Nature of work**	**Supervision**	**Benefits**	**Work environment**	**Co-workers**
Rewards	Pearson Correlation	1	.257**	.185*	.360**	.207**	.276**
	Sig. (2-tailed)		**.001**	**.017**	**.001**	**.008**	**.001**
	N	165	165	165	165	165	165
Nature of work	Pearson Correlation	.257**	1	.179*	.193*	.324**	.258**
	Sig. (2-tailed)	**.001**		**.021**	**.013**	**.001**	**.001**
	N	165	165	165	165	165	165
Supervision	Pearson Correlation	.185*	.179*	1	.186*	.342**	.239**
	Sig. (2-tailed)	**.017**	**.021**		**.017**	**.001**	**.002**
	N	165	165	165	165	165	165
Benefits	Pearson Correlation	.360**	.193*	.186*	1	.344**	.246**
	Sig. (2-tailed)	**.001**	**.013**	**.017**		**.001**	**.001**
	N	165	165	165	165	165	165
Work environment	Pearson Correlation	.207**	.324**	.342**	.344**	1	.335**
	Sig. (2-tailed)	**.008**	**.001**	**.001**	**.001**		**.001**
	N	165	165	165	165	165	165
Co-workers	Pearson Correlation	.276**	.258**	.239**	.246**	.335**	1
	Sig. (2-tailed)	**.001**	**.001**	**.002**	**.001**	**.001**	
	N	165	165	165	165	165	165

*Correlation is significant at the 0.05 level (2-tailed).

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

Test for Hypothesis 1 i.e., Association between training and employee satisfaction in luxury hotels of Mumbai- the model generated by SPSS for Hypothesis 1 showed positive correlation of Job satisfaction with rewards, work environment and co-workers as established by Locke (1969) and Yeh (1999) whereas a moderated positive correlation with rewards. Rewards had moderate positive correlation with benefits and working environment as concluded by Zaim (2007) and McPhail (2015). Rest all factors share positive linear correlation Coughlan (2014) and Amin (2017).

With significance value of less than .05 for all the factors, it can be resolved that there exists a significant association between training and employee satisfaction and null hypothesis can be rejected for Hypothesis 1
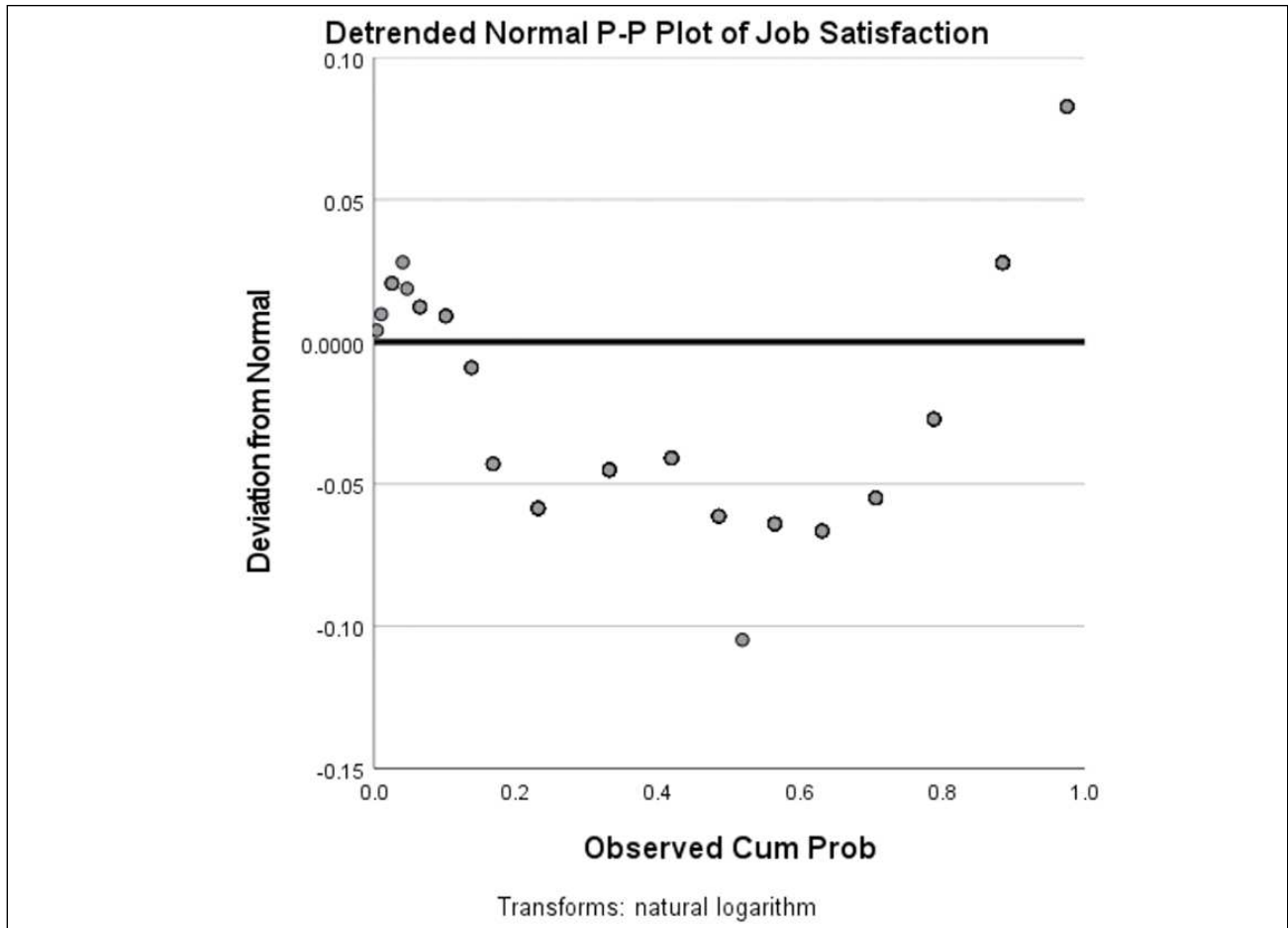

Figure 1: P-P plot diagram for factors of hypothesis 1

The P-P plot (probability-probability plot or percent-percent plot or p-value plot) is model generated to determine how closely data sets agree. The model for hypothesis 1 suggested that there exists some difference of opinion amongst demographic profiles when it came to support training as a factor of employee satisfaction. This has been discussed in conclusion of the study.

Table 5: Values of correlation analysis for hypothesis 2

Correlations		Strategic success	Technology change	Effective systematic plan	Commu-nication	Environ-ment for change	Change manage-ment
Strategic success	Pearson Correlation	1	.208**	.234**	.259**	.200*	.177*
	Sig. (2-tailed)		.007	.003	.001	.010	.023
	N	165	165	165	165	165	165
Technolo-gy change	Pearson Correlation	.208**	1	.112	.165*	.366**	.164*
	Sig. (2-tailed)	.007		.152	.034	.001	.035
	N	165	165	165	165	165	165
Effective systematic plan	Pearson Correlation	.234**	.112	1	.357**	.160*	.230**
	Sig. (2-tailed)	.003	.152		.001	.040	.003
	N	165	165	165	165	165	165
Communi-cation	Pearson Correlation	.259**	.165*	.357**	1	.296**	.303**
	Sig. (2-tailed)	.001	.034	.001		.001	.001
	N	165	165	165	165	165	165
Environ-ment for change	Pearson Correlation	.200*	.366**	.160*	.296**	1	.240**
	Sig. (2-tailed)	.010	.001	.040	.001		.002
	N	165	165	165	165	165	165
Change manage-ment	Pearson Correlation	.177*	.164*	.230**	.303**	.240**	1
	Sig. (2-tailed)	.023	.035	.003	.001	.002	
	N	165	165	165	165	165	165

*Correlation is significant at the 0.05 level (2-tailed).

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

Test for hypothesis 2 i.e., impact of employee training towards change management in luxury hotels of Mumbai. The values as given by the software illustrated that communication had moderately strong correlation with change management as determined by Chiang (2010) and Proctor (2003). Similarly technological change and moderately strong relationship with environment for change. As concluded by Ali (2021) all the identified factors shared positive linear relationship with each other.

Effective systematic plan and technological changes does not showed significant relationship, apart from it significant values much lower than the benchmark of .05 shows that these is significant relationship amongst factors and null hypothesis can be rejected for hypothesis 2.
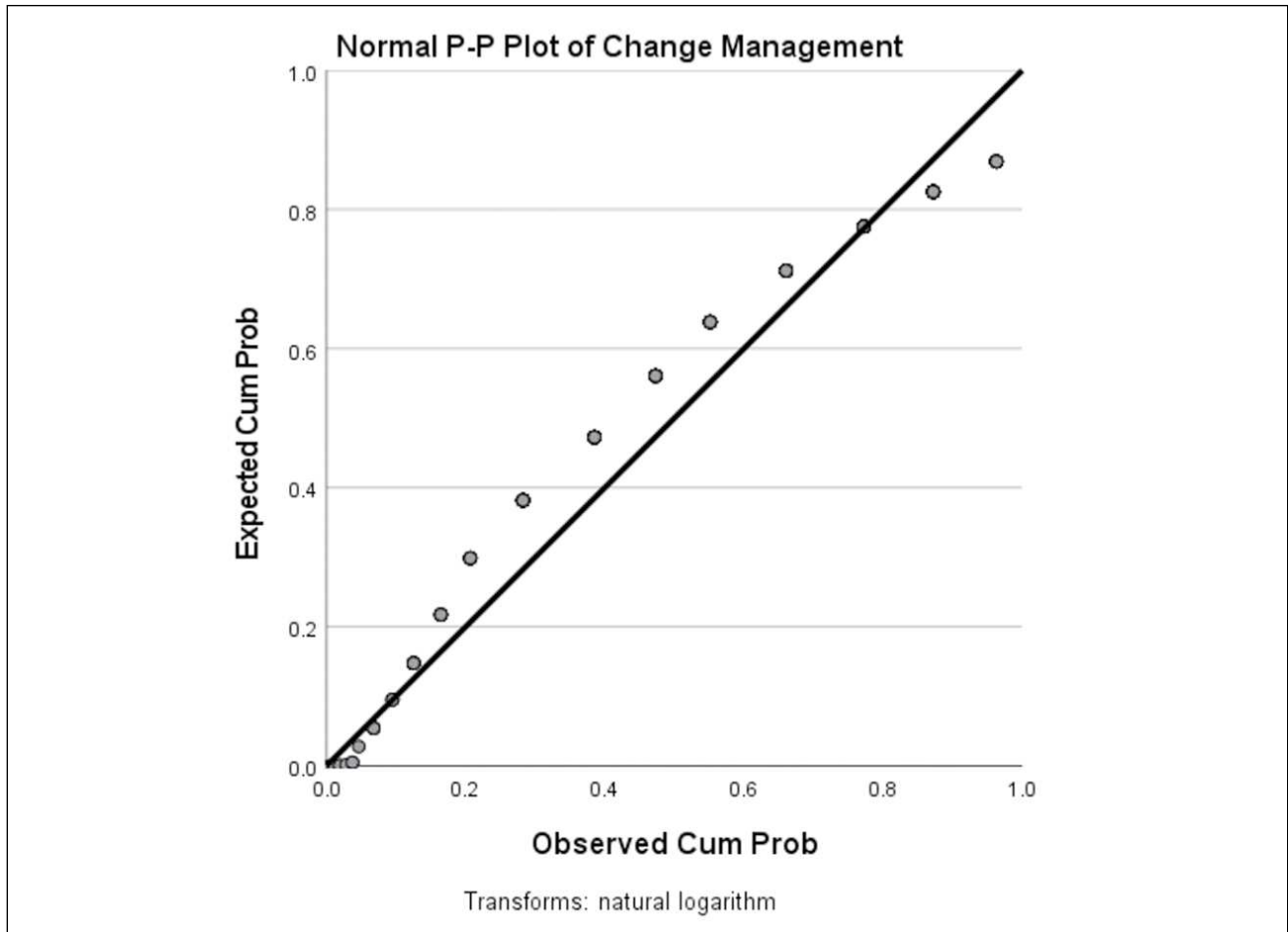

Figure 2: P-P plot table for hypothesis 2

The P-P plot figure for change management shows a positive linear relationship with the factors with data sets falling closely to each other.

Test for hypothesis 3 i.e., association between employee satisfaction and change management in luxury hotels of Mumbai. Hypothesis 3 was validated with Compare Means- One-way ANOVA (Analysis of variance). As per the values generated for variables of Hypothesis, a high F-value of 90.04 and alpha value of .001 (less than alpha value of .05), there exists a signification association between variables and it can be concluded that null hypothesis can be rejected for hypothesis 3. As per the values generated for variables of Hypothesis, a high F-value of 90.04 and alpha value of .001 (less than alpha value of .05), there exists a signification association between variables and it can be concluded that null hypothesis can be rejected for hypothesis 3.

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1 Regression	29.702	1	29.702	90.045	.001[b]
Residual	53.767	163	.330		
Total	83.469	164			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Change Management

The mean and standard deviation value for the constructs showed maximum support (mean 4.39, standard deviation 0.98) towards the impact of training on change management. It was closely followed by technology changes. Training was also acknowledged to be helpful to maintain cordial relationships with co-workers and to develop an environment inducive to adopt change.

Respondents were least supportive to the fact that training provides them with chances of getting better salaries and they were getting fair benefits. All other factors were supported well by respondents.

The descriptive analysis run with demographic profiles as independent variable showed that female candidates were more positive towards the impact of training than their male counterparts. Maximum support to training was extended by 3-years degree/diploma holders followed by post graduates. Respondents from F&B department gave maximum ratings to training functions followed by housekeeping department and then by food production. Amongst different ranks; management trainees acknowledged the training efforts most followed by managerial staff and then by supervisors. The outcome of analysis illustrated that multinational ownership hotels conducted their training most effectively. Multinational franchise and Indian chain hotels were given similar ratings by respondents.

Amongst the factors of employee satisfaction, rewards showed moderate correlation with benefits and co-workers and slightly less with nature of work and work environment. It had weak relationship with supervision. Nature of work also reflected a weak relationship with supervision whereas it was moderate with work environment and co-workers. Supervision and benefits were found to be supporting work environment and co-worker's support. Work environment also demonstrated a decent positive relationship with co-worker's support. The uneven distribution of data sets in P-P

plots were because of the fact that there was wide gap in opinion amongst respondents of different demographic profiles specially pertaining to ownership pattern of hotels, educational background and experience of respondents.

The values as generated by SPSS for factors of change management established moderate correlation of strategic success to communication followed by effective systematic plan. Technological changes demonstrated strong correlation with environment for change and weak relationship with effective systematic plan. It was moderately weak for communication and change management. Effective systematic plan was strongly related with communication followed by change management and reflected weak link with environment for change. Communication showed robust links with all other factors including change management and environment for change. Environment for change and change management were moderately correlated to each other.

The correlation values as generated for factors of employee satisfaction and change management showed that reward had strong correlation with strategic success and communication whereas it was weak for effective systematic plan, technological changes and environment for change. Nature of work shared strong relationship with technological changes, strategic success. It was moderate to communication and slightly weaker to effective systematic plan, environment for change and change management. Supervision had moderate correlation with strategic success, technological changes and change management and weak relationship with rest of factors. Benefits illustrated very strong relationship with strategic success but was weak for other five factors. Work environment was found to have strong relationship with strategic success and technological changes. It was decent for effective systematic plan, environment for change and weak for communication and change management. Co-workers had very strong correlation with change management, strong towards strategic success, technological changes and communication and moderate for other two factors.

CONCLUSION

On the basis of the statistical analysis, the outcome of the study can be concluded as:

1. There is significant relationship between training and employee satisfaction in luxury hotels of Mumbai.

2. There exists significant association between training and change management in luxury hotels of Mumbai.

3. There is significant relationship between employee satisfaction and change management in luxury hotels of Mumbai.

RECOMMENDATIONS

Based on the outcome of the study and personal interaction with respondents, following recommendations are drawn:

- Respondents were open to safety training and eager to adopt COVID protocols, they felt that this training shall be undertaken with every new SOP (standard operating procedure) suggested by authorities or hotel's management.

- The do's and don't (pertaining to COVID protocol) regarding the procedures related to different sections of each department shall be drafted in easy-to-understand language.

- Training was found to be effective in building team spirit and relations with co-workers. Which adds to satisfaction level amongst employees.

- Respondents were least convinced that training helped them in getting fair salary and benefits, the management of hotels can draft strategies towards its mitigation.

- Training had mediating effect towards technological changes and support from co-workers was found to be an effective tool towards change management.

- Hotels should ensure an effective communication system in place amongst all ranks to facilitate change management and effective implements of SOPs.

- Most of respondents of with 2.5 years of diploma or lesser qualifications were of opinion that maximum training resources were provided to 3-years degree/ diploma holders. Managements can take due diligence alleviate this issue.

- Respondents from Indian standalone hotels were of opinion that management considers training as slack season activity. As per them, active participation from departmental managers and regular training based on SOPs can improve the situation to great extent.

- It is suggested that hotels shall conduct employee satisfaction audits on regularly, either with their own internal systems or with the help of outside agencies.

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