



ASSESSING THE VIABILITY OF TRAINING PROGRAMS IN ACHIEVING EMPLOYEE SATISFACTION

Dr. Sachin Shelar

Om Sterling Global University, Hisar Haryana

Paper Received On: 21 February 2025

Peer Reviewed On: 25 March 2025

Published On: 01 April 2025

Abstract

Employee satisfaction is a key factor influencing organizational performance, and training programs play a significant role in enhancing job satisfaction, engagement, and retention. This study aims to assess the viability of training programs in achieving employee satisfaction within organizations, particularly in the hospitality industry. The research investigates various training methods used in luxury hotels, including on-the-job training, safety training, leadership development, and skill enhancement programs. Data was collected from employees across different departments in luxury hotels to evaluate how these training programs contribute to job satisfaction and overall performance. Using quantitative and qualitative methods, the study examines employee perceptions of training effectiveness, with a focus on how well these programs address their professional growth, work environment, and career development. Key indicators such as motivation, work-life balance, recognition, and skill acquisition were considered. Findings indicate that well-structured and consistent training programs significantly contribute to employee satisfaction, boosting morale and improving job retention rates. However, the study also highlights areas for improvement, including the need for personalized training approaches and continuous learning opportunities. Training programs are vital for improving employee satisfaction and organizational success. The research underscores the importance of tailoring training initiatives to meet the specific needs of employees and fostering a culture of ongoing development to achieve long-term employee satisfaction and business growth.

Keywords: *Employee Satisfaction, Training Programs, Job Retention, Skill Development, Hospitality Industry*

Introduction

This study aimed to understand the training modules used for skill enhancement in luxury hotels of Pune city. The results clearly show that training plays an important role in improving employee performance and maintaining high service standards in the hospitality industry. Among the various types of training, on-the-job training, orientation programs, and safety

training were found to be the most preferred and effective across different departments. These trainings help employees become more confident in their roles, improve their work quality, and meet guest expectations more efficiently.

The use of statistical tools helped measure the consistency and variation in employee responses. While most employees agreed on the importance of training, some differences in opinions suggest that training programs should be more flexible and tailored to specific departmental needs. The study also found that training not only helps improve employee skills but also supports other goals like increasing productivity, reducing mistakes, ensuring safety, and improving customer satisfaction. luxury hotels in Pune should continue investing in structured and need-based training programs. Regular updates, feedback from staff, and a focus on practical skills will make these training modules more effective. Proper training not only benefits employees but also helps hotels grow and maintain a strong reputation in a competitive market.

Methodology

It adopts a Quantitative method to evaluate the extent to which the training programs can satisfactorily contribute to meeting the employee satisfaction in luxury hotels of Pune city. The research aims to assess quality of existing training programs, their effectiveness and employees' satisfaction. Structured surveys were conducted to 480 employees belonging to various departments in four selected four star and five star hotels. The survey also included questions regarding various training modules including on the job, off the job, safety training, refresher training and orientation training. Factor analysis (specifically the centroid method) is utilized in order to group the independent variables (such as training language, length of training period, content of training, as well as training staff participation and involvement of management) in the study. In order to study the impact of these factors on the quality of the training program and compare the same with employee satisfaction, these factors are analyzed. Consistency and variation in employee opinion was assessed by calculating the weighted mean, standard deviation (S.D.), and coefficient of variation (C.V.). In addition, the study examines correlation coefficients to explore such relationship between different training elements and the general quality of the training program. In order to measure significance of various factors on training outcomes, factor loading for each variable was computed. The second part of research includes analysis of the employees' satisfaction level via a Likert scale and the weighted mean represents the level of satisfaction with work training programs. It is this methodology that can identify the key factors that have the influence on employee satisfaction

and the effectiveness of training in the luxury hotels.

Results and Discussion

While analyzing too many independent variables, there is difficult to make interpretation with each other variables. In this factor analysis dependent variable is quality level of training programme prepared, and independent variable are training period is adequate, Command over language, Understanding the need of the training programme, content of the training programme, active participation of staff, includes current needs, increase in knowledge level, helps in understanding customer's need, live training sessions, updates skills of employees, fulfill the objectives of training, and active participation of management. This difficulty can be solved by the using factor analysis.

The object of factor analysis is grouping the independent input variables into factors which underlie the input variables. For factor analysis popular method is centroid method. By applying centroid method (C.R. Kothari & Gaurav Garg, 2014, p. 350) for factor analysis, regarding reasons of preparing training programme for luxury hotel employees. For this purpose reason behind preparing training programme is divided into three groups. These groups are as follow

$V=F1=X1$ = Perception of Employees Related to training Elements.

$V=F2=X2$ = Perception of Employees Related to Content of the Training Programme.

$V=F3=X3$ = Perception of Employees Related to Management Elements of Training Programme.

Table No. 1: Weighted Mean of Quality Level of Training Programms Prepared for Employees in Luxury Hotel

X_1	X_2	X_3
4.1	3.89	3.98
3.9	3.83	4.03
3.87	3.65	3.64
3.89	3.97	3.75

Table No. 1 shows the weighted mean values of three factors i.e. Related to training Elements, Related to Content of the Training Programme, and Related to Management Elements of Training Programme, reasons are taken into account while preparing training programme in sample luxury hotels from Pune city.

Table No. 2: Correlation Coefficient Matrix of Quality Level of Training Programme prepared for employees in Luxury Hotels with variables3 (R1)

Variables	X ₁	X ₂	X ₃	Sum of S _j
X ₁	1	0.4	0.8	
X ₂	0.4	1	0.2	
X ₃	0.8	0.2	1	
Total of S _j	2.2	1.6	2.0	5.8

(Sum of all variables with positive signs taken for calculation purpose)

Table No. 2 presents the correlation matrix for improving the quality level of training programs in sample luxury hotels in Pune city. The correlation coefficient of 0.4 indicates a positive, moderate correlation between the elements of training and the content of the training program. This suggests that as the quality of training elements improves, the content of the training program also tends to improve.

Moreover, the correlation coefficient of 0.8 between the elements of training and the management aspect of the training program indicates a strong positive correlation. This implies that enhancements in training elements are closely associated with improvements in the management components of the training program, reflecting a strong interdependence between these two factors in the context of luxury hotels.

Table No. 3: Complete Three Factor Loading of Quality Level of Training Programme Prepared for Employees in Luxury Hotels

Variable	Factor-1	Factor -2	Factor -3	Communality (h ²)
X ₁	0.9135	0.277455	0.29551205	
X ₂	0.664364	0.749121	0.01155236	
X ₃	0.830455	0.464961	0.29229442	
Eigen Value	1.965517282	0.854352281	0.172896857	2.992766419
Proportion of Total Variance	0.66	0.28	0.06	-----
Proportion of Common Variance	0.66	0.28	0.06	

The proportion of the total variance of the factor 1= 0.66 (66%)

The proportion of the total variance of the factor 2=0.28 (28%)

The proportion of the total variance of the factor 3= 0.06 (6%)

The proportion of common variance of the factor 1= 0.66 (66%)

The proportion of common variance of the factor 2= 0.28 (28%)

The proportion of common variance of the factor 3= 0.06 (6%)

Table No. 3 reveals that three factors loading of three variables of sample luxury hotels in Pune city. In the first factor lowest factor loading is 0.664364 content of training programme for improving quality level, which directly affects on employee's skills and knowledge of luxury hotels from Pune city. The highest loading 0.9135 between elements of training positively on improving quality level of training programme for enhancing skills and knowledge of employees for providing better quality services and improved food quality to customers, for generating customers satisfaction. Customer's satisfaction is the significant importance developing luxury hotel organization.

In case of opinions of employees, second factor has the lowest 0.277455 loading content of training programme for improving quality level of training programme prepared for skilled and trained employees of luxury hotel organizations. In the second factor there is highest 0.749121 loading between elements of training affects on quality level of training programme and content of the training programme for enhancing food quality and improving service quality of luxury hotels. These trained and skilled employees positively affect on improving customer's satisfaction. Our research study objective number 3 i.e. To assess the viability of the Training programs that has been held to achieve satisfaction level of Employees is fulfilled.

In case of the third factor loading, the lowest 0.01155236 factor loading between management elements of training programme affects on improving quality level of training programme and content elements of training programme affected on employee's skills and knowledge in luxury hotels organizations in the opinions of employees of luxury hotels in Pune city. In the third factor highest 0.29551205 factor loading of management elements of training and elements of training for improving quality level of training programme for developing skills and knowledge of employees of luxury hotel organizations according to opinions of the employees of sample luxury hotels in Pune city.

Taking into account Eigen value of each factor, in the opinions of employees of sample luxury hotel organizations, elements of training affects on improving quality level of training programme according to opinions of employees of sample luxury hotels from Pune city. Eigen Value is 1.965517282, which is greater than 1. It means elements of training has direct impact on increasing quality level of training programme, which is directly affects on skills and knowledge of employees of sample luxury hotels in Pune city. Our research study objective

number 3 i.e. To assess the viability of the Training programs that has been held to achieve satisfaction level of Employees is fulfilled.

By considering the proportion of common variance of opinions of employees of sample luxury hotels from Pune city between these three factors, there is no much difference as compared to proportion of total variance and common variance in the opinions of employees except third factor i.e. management elements in preparing training programme in improving quality level, it has percentage 0.06%. It means this factor is also less important as compared to first two factors. Our research study objective number 3 i.e. To assess the viability of the Training programs that has been held to achieve satisfaction level of Employees is fulfilled.

Overall Satisfaction Level of Employees regarding Various Training Programmes

Training is designed to enhance employees' skills and knowledge to ensure more efficient and effective performance. A key stakeholder in this process is the employee. From the employee's perspective, their level of satisfaction with the training program is crucial for enhancing their skills and knowledge. Therefore, the researcher gathered data on employee satisfaction regarding the training program using a five-point Likert scale. The findings are summarized in the following table:

Table No. 4 Overall Satisfaction Level of Employees regarding Various Training Programmes Used in Luxury Hotels

Sr. No.	Training Programme	SA=5	Agr=4	Avg=3	DA=2	SDA=1	Total	Wi	S.D.	C.V.
1	On the Job Training	183	147	77	53	20	480	3.98	1.06	26.69
2	Off the Job Training	117	106	94	83	80	480	3.21	1.42	44.11
3	Orientation Training	184	147	105	42	2	480	3.97	0.98	24.75
4	Safety Training	173	165	129	13	0	480	4.03	0.86	21.24
5	Refresher Training	162	132	119	56	11	480	3.78	1.10	29.08

Source: Field Survey/ Primary Data, SA=5=Strongly Agreed, Agr=4=Agreed, Avg=3=Average, DA=2=Disagreed, SDA=1=Strongly Disagreed.

Table 4 displays data on employee satisfaction levels concerning various training programs implemented in luxury hotels in Pune city. Employee satisfaction is crucial for reducing training costs and ensuring long-term retention. This analysis confirms that the research objective of evaluating the effectiveness of training programs in achieving employee

Copyright@2025 Scholarly Research Journal for Humanity Science & English Language

satisfaction has been successfully met.

The weighted mean for on-the-job training is 3.98, indicating an agreed level of satisfaction. For off-the-job training, the weighted mean is at an average level, with a lower standard deviation (S.D.) suggesting less variation in opinions. However, the coefficient of variation (C.V.) is higher, indicating more variation in opinions.

Orientation training also received an agreed level of satisfaction, with a lower S.D. but a higher C.V. indicating more variation in opinions. Safety training also achieved an agreed level of satisfaction, with a higher S.D. and C.V. suggesting more variation in opinions.

Finally, refresher training received an agreed level of satisfaction, with a lower S.D. but a higher C.V. indicating more variation in opinions.

while most training programs received positive feedback, there are variations in satisfaction levels among employees. This suggests that further analysis is needed to identify specific areas where training programs can be improved to meet the diverse needs and preferences of employees.

Conclusion

This study highlights the crucial role of training programs in enhancing employee satisfaction across organizations, particularly in the hospitality sector. The findings suggest that well-structured and consistent training programs positively influence employee motivation, engagement, and retention. Training modules such as on-the-job training, safety training, leadership development, and skill enhancement were all found to be significant factors in improving job satisfaction. Employees reported increased confidence, a better understanding of their roles, and a more supportive work environment as a result of these programs. , the study also points out that while training programs contribute to overall satisfaction, there is still room for improvement. Employees expressed a desire for more personalized and continuous learning opportunities that are aligned with their career goals and departmental needs. Additionally, training programs should focus not only on skill development but also on fostering a culture of recognition, work-life balance, and career growth to achieve deeper employee satisfaction. training programs are a vital component of employee satisfaction and organizational success. To maximize their effectiveness, companies should tailor training initiatives to meet the unique needs of their employees and ensure that they are continuously updated to keep pace with changing industry standards. Ultimately, a well-implemented training strategy leads to greater employee morale, increased productivity, and long-term business growth.

References

- Dani, v. (2014). *Measuring customer satisfaction for f&b chains in pune using acsimodel. Procedia - social and behavioural science* (pp. 465-472). Elsevier.
- Dennis/Nickson (2007) *HRM for the Hospitality industry*.
- Dhole Vijaykumar Balasaheb. (2016). "An Empirical Investigation of Training and Development Practices, in Hotel Industry and its Impact on Performances with Reference to Pune" [Swami Ramanand Teerth Marathwada University]. <http://hdl.handle.net/10603/152813>
- Dr.Dwevidi and Ona Ladiwal, (2011) "Training Practices in Indian Organizations: An Overview, HRM Review; an IUP Publication", Volume No. 11, Issue 7, Reference # 12M-2011-07-04-01.
- Dhole Vijaykumar Balasaheb. (2016). "An Empirical Investigation of Training and Development Practices, in Hotel Industry and its Impact on Performances with Reference to Pune" [Swami Ramanand Teerth Marathwada University].
- Emadi Al- Marquardt, (2007), *Relationship between employees' beliefs regarding training benefits and employees' organizational commitment in a petroleum company in the State of Qatar, International Journal of Training & Development*, 11:1,pp. 49.
- Erkan saglik, a. C. (2014). *Service quality and customer satisfaction relationship: aresearch in erzurum atatürk university refectory. American international journal ofcontemporary research*, 4(1), 100.