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Effectiveness of Training Programs in Enhancing Employee Satisfaction: A Study of Luxury vs. Budget Hotels in Delhi-NCR

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Abstract

One of the most important factors influencing an organization's performance is employee happiness, especially in the hospitality industry where human capital plays a major role in service quality. Initiatives for training and development have become crucial instruments for maintaining a qualified staff and raising service standards in the hotel business due to increased competition. This study examines how well training initiatives may raise staff satisfaction in both high-end and low-cost hotels in the Delhi-NCR area. The type, extent, and results of training programs in both hotel groups were assessed using a comparative methodology.

One of the most important factors influencing an organization's performance is employee happiness, especially in the hospitality industry where human capital plays a major role in service quality. Initiatives for training and development have become crucial instruments for maintaining a qualified staff and raising service standards in the hotel business due to increased competition. This study examines how well training initiatives may raise staff satisfaction in both high-end and low-cost hotels in the Delhi-NCR area. The type, extent, and results of training programs in both hotel groups were assessed using a comparative methodology.

The study comes to the conclusion that, regardless of the kind of hotel, successful training programs have a major impact on staff satisfaction; nevertheless, the extent and caliber of execution have a considerable impact. Budget hotels are advised to use training methods that are both economical and successful, while luxury hotels are encouraged to keep coming up with new ideas for staff development. This study adds to the larger conversation on HRM in the hospitality sector and offers useful information to academics, hotel managers, and legislators.

Keywords: Employee satisfaction, training programs, hospitality industry, luxury hotels, budget hotels, human resource development, Delhi-NCR

Introduction

It is often known that the hospitality sector is one of the most people-intensive service sectors, with staff performance having a significant impact on client happiness and experience. In contrast to other industries where automation and technology might replace human labour, the hotel sector depends on individualized care, emotional connection, and reliable, high-quality service. Since employees serve as the organization's primary point of contact with its visitors, their motivation, job happiness, and skill set are critical factors in determining the success of the business.

Over the last twenty years, the hotel sector in India has

grown rapidly, especially in urban areas like Delhi-NCR. The area serves as a center for conventions, business travel, and upscale hospitality in addition to being a major destination for both local and foreign tourists. Due to this dual need, there is now room for both luxury hotels, which serve affluent visitors looking for first-rate experiences, and budget hotels, which serve middle-class groups, business travellers, and tourists on a tight budget. Employees have a crucial role in influencing client opinions and maintaining competitiveness, despite the fact that the service requirements in these two categories range greatly.

The purpose of training programs is to provide staff members the technical know-how, behavioural skills, and

information they need to do their jobs well. Training in the hospitality industry encompasses more than just operating guidelines; it also includes teaching service etiquette, cultural awareness, crisis management skills, and a guest-first mindset. In addition to improving job performance, good training boosts employee happiness, builds confidence, and lessens workplace stress.

Because of their organizational structures and financial resources, luxury hotels frequently make significant investments in ongoing, specialized training programs. These consist of technical workshops, training in customer relationship management, and leadership initiatives. Budget hotels, on the other hand, frequently struggle with inadequate managerial experience, significant employee turnover, and financial limitations, which limit the breadth and depth of training programs. As a result, there may be differences in employee satisfaction between these two groups, which calls for a comparative academic study.

Employee Satisfaction as a Strategic Objective

The degree to which workers feel happy, appreciated, and satisfied at work is referred to as employee satisfaction. Employee satisfaction increases the likelihood that they will provide exceptional customer service, show organizational loyalty, and take extra steps to improve overall service quality in the hospitality sector. On the other hand, disgruntled workers are more likely to miss work, leave, and be less productive, all of which have an adverse effect on the profitability of the company.

The management literature has long acknowledged the connection between employee happiness and training. Training raises skill levels, encourages professional advancement, and shows that an organization values its workers' development. Employees' sense of belonging and work satisfaction rise when they believe that training is relevant and helpful. However, depending on managerial goals, organizational environment, and available resources, the strength of this link may change.

Context of Delhi-NCR

One of the most vibrant hotel marketplaces in India is Delhi-NCR, which includes Delhi and the nearby cities of Noida, Gurugram, Ghaziabad, and Faridabad. Both luxury hotel chains (like Oberoi, Taj, Leela, Hyatt, Marriott) and low-cost hotel brands (like OYO, Ginger, Fab Hotels) have proliferated due to the presence of international business hubs, cultural attractions, diplomatic missions, and a diversified visitor base. Because of the fierce competition in Delhi-NCR, hotels must always provide top-notch services, which makes training staff members a vital strategic instrument.

Rationale of the study

The majority of current research ignores the contextual distinctions across hotel categories in favour of concentrating on a single market or taking a broad view of hospitality. By providing a thorough comparative analysis of how training interventions affect employee satisfaction differently at luxury and budget hotels in Delhi-NCR, this study closes that gap.

Budget hotels may investigate cost-efficient yet successful approaches to improve satisfaction without overspending,

while luxury hotels can get insights on maintaining staff engagement through innovative training.

Aims and Objectives

This study's main goal is to find out how well training initiatives work to improve worker happiness in the hospitality industry, with a particular emphasis on luxury and low-cost hotels in the Delhi-NCR area. The study is based on the idea that training programs may directly and favourably impact how workers view their positions, their employers, and their long-term career prospects provided they are well planned and carried out. However, because to variations in corporate culture, strategic interests, and available resources, the magnitude of this influence may fluctuate considerably throughout hotel types.

Aim

The broad aim of this research is to analyze and compare the training practices in luxury and budget hotels of Delhi-NCR, and to assess how these practices influence employee satisfaction levels.

Objectives

To achieve this overarching aim, the study formulates the following specific objectives:

1. To examine the structure and nature of training programs in luxury and budget hotels.
 - Investigating whether training modules are formalized or ad hoc.
 - Assessing differences in frequency, duration, and thematic focus of training across hotel categories.
2. To analyze the relationship between training programs and employee satisfaction.
 - Determining whether employees who undergo structured training exhibit higher satisfaction compared to those with minimal training exposure.
 - Identifying dimensions of satisfaction (job security, recognition, career growth, skill development, and work-life balance) most influenced by training.
3. To conduct a comparative analysis of training effectiveness between luxury and budget hotels.
 - Evaluating whether luxury hotels' higher investment in training correlates with superior employee satisfaction outcomes.
 - Understanding whether cost-effective training practices in budget hotels are perceived as equally impactful by employees.
4. To assess the challenges faced by luxury and budget hotels in implementing effective training programs.
 - Resource constraints, employee turnover, managerial priorities, and organizational culture.
5. To provide actionable recommendations for enhancing training effectiveness in both categories.
 - Suggesting practical, scalable training models for budget hotels.
 - Proposing innovative training and engagement strategies for luxury hotels to sustain long-term employee satisfaction.

Research Questions

Aligned with the above objectives, the study seeks to answer the following research questions:

1. What kinds of training programs are most commonly implemented in luxury and budget hotels in Delhi-NCR?
2. How do training programs influence different dimensions of employee satisfaction in these hotels?
3. Are training programs in luxury hotels more effective in enhancing employee satisfaction compared to budget hotels?
4. What barriers limit the effective implementation of training initiatives across both categories?
5. What training strategies can be recommended to maximize employee satisfaction in the hospitality industry?

Review of Literature

Conceptual Foundations of Training and Employee Satisfaction

Training in the Hospitality Sector

The methodical process of improving employees' knowledge, abilities, and attitudes in order to boost both individual and organizational performance is referred to as training. Training becomes an essential tool in the hotel industry, since client engagement is constant and service quality is intangible. In contrast to industry, where physical inspection may determine quality, hotel services are frequently subjective and influenced by employee efficiency, conduct, and communication.

Training in hotels typically covers

- Technical Skills Training (front-office operations, food and beverage service, housekeeping, IT systems).
- Soft Skills Training (communication, cultural sensitivity, conflict resolution, teamwork).
- Behavioural and Attitudinal Training (customer orientation, service excellence, emotional intelligence).
- Leadership and Managerial Training (for supervisory roles and future leaders).

The significance of training lies not only in operational excellence but also in enhancing employee morale, reducing turnover, and signalling organizational commitment.

Employee Satisfaction: Theoretical Perspectives

Employee satisfaction has been studied extensively in organizational behavior and psychology. Several theories provide a framework to understand the relationship between training and satisfaction:

1. **Herzberg's Two-Factor Theory (1959):** Suggests that job satisfaction arises from intrinsic motivators such as recognition, achievement, and growth opportunities, while dissatisfaction stems from extrinsic hygiene factors like pay and working conditions. Training is often categorized as a motivator since it provides avenues for personal development and recognition.
2. **Maslow's Hierarchy of Needs (1943):** Positions training as fulfilling higher-level needs such as self-esteem and self-actualization. For employees in luxury hotels, advanced training can satisfy these needs, while in budget hotels, even basic training may address security and belongingness.
3. **Social Exchange Theory (Blau, 1964) [1]:** Argues that employees reciprocate organizational support (e.g.,

through training investments) with positive attitudes and behaviors, including job satisfaction and loyalty.

4. **Human Capital Theory (Becker, 1964) [2]:** Views training as an investment in employees that enhances their productivity and value, thereby benefiting both the employee and the organization.

These theoretical frameworks collectively highlight that training programs, if perceived as valuable, can significantly influence employee satisfaction.

Review of Literature

Global Studies on Training and Employee Satisfaction

Numerous studies have been conducted globally, especially in the service sector, on the connection between training initiatives and worker happiness. Strong empirical evidence supports the claim that funding employee training directly increases employee happiness, retention, and organizational commitment, according to a review of international studies. Woods and King (1996) [3] carried out one of the first studies in the hospitality sector and discovered that training enhanced employee abilities while also influencing views of fairness and career opportunities, thus increasing job satisfaction. According to more recent research by Tracey and Tews (2005) [4], workers in the hotel business in the United States who had access to organized training were more satisfied and had less plans to leave than those who did not.

In Europe, Hoque (1999) [6] analyzed training practices in the UK hospitality sector and reported that hotels with systematic training policies enjoyed higher employee morale and service quality. Similarly, Chand and Katou (2007) [7] in Greece demonstrated that training interventions led to improved job satisfaction, organizational performance, and guest satisfaction, indicating a strong correlation between internal employee development and external service outcomes.

Research conducted in the Middle East has highlighted the need of culturally appropriate training. Altarawneh (2009) [8] studied hotels in Jordan and found that training that was in line with customer expectations and cultural values made workers feel more like they belonged, which in turn increased job satisfaction.

Research has become more important in Asia-Pacific as a result of the hospitality industry's explosive growth. In Turkey, Kusluvan et al. (2010) [9] shown that training had a major impact on workers' emotional commitment and satisfaction, especially at upscale hotels with higher service standards. Despite a high industry turnover rate, Tsang (2011) [10] noted that hotel staff in China saw training as a means of advancing their careers, which increased loyalty.

Indian Studies on Training and Employee Satisfaction

In India, the hospitality industry has undergone significant transformation post-1990s economic liberalization, leading to rapid growth in both luxury and budget hotels. This shift has prompted several studies exploring the role of training in enhancing employee satisfaction.

Nair (2007) [11] investigated training practices in five-star hotels in Mumbai and concluded that structured training significantly improved employee confidence, customer interaction, and job satisfaction. Similarly, Singh and

Mohanty (2012) ^[12] reported that in Delhi hotels, training was closely associated with employee retention and reduced attrition-a critical issue in Indian hospitality due to high mobility of skilled workers.

Kumari and Kumar (2014) ^[13] examined mid-scale and budget hotels and observed that while training was recognized as important, many establishments failed to implement systematic programs due to financial constraints. Employees in such hotels often felt undervalued, leading to dissatisfaction despite their potential enthusiasm for learning.

A comparative study by Sharma (2016) ^[14] in Jaipur revealed that luxury hotels offered more comprehensive and technologically advanced training programs, leading to higher satisfaction levels among employees. Budget hotels, though resource-constrained, were able to create satisfaction through informal peer-to-peer learning and mentorship, although the overall impact was weaker than in luxury settings.

Pandey and Shukla (2018) ^[15] focused on Delhi-NCR and observed that employees considered training opportunities as a key determinant of whether they would remain with their organization. Their study highlighted that when training was perceived as relevant, employees developed a sense of organizational loyalty, while poorly designed programs had little to no effect on satisfaction.

Collectively, Indian studies confirm that training plays a critical role in employee satisfaction, but resource disparities between luxury and budget hotels significantly influence the outcomes.

Comparative Insights: Luxury vs. Budget Hotels

The distinction between luxury and budget hotels is not merely in pricing or amenities but also in organizational culture, employee expectations, and resource availability. Literature reveals significant differences in how training programs are conceptualized, implemented, and perceived across these categories.

Luxury Hotels

- Typically, multinational chains or high-end domestic brands.
- Training is frequent, specialized, and often integrated into global standards (e.g., Marriott's "Spirit to Serve" program or Taj Hotels' "Taj People Philosophy").
- Employees view training as an opportunity for career growth, international mobility, and skill enhancement.
- Training is often linked with performance appraisals, promotions, and recognition, thereby strengthening satisfaction.

Budget Hotels

Due to time and budgetary restrictions, training is sometimes informal, short-term, or on-the-job. Typically, national chains (like OYO and Ginger) or individual operators provide training.

Workers see training as useful and essential, but not always as a tool for advancing their careers.

Compared to luxury hotels, the limited relationship between training and professional advancement may lessen its effect on satisfaction.

Research by Mohapatra and Srivastava (2015) ^[16]

highlighted that luxury hotel employees in India felt more satisfied because training translated into tangible career benefits, while budget hotel employees often reported frustration due to lack of follow-up opportunities. Similarly, Agarwal (2019) ^[17] showed that budget hotels in Delhi-NCR faced challenges in retaining trained staff, as employees often moved to luxury hotels after gaining skills.

Literature Gap Identification

The review of global and Indian literature highlights several key insights:

1. Training consistently enhances employee satisfaction across sectors and regions.
2. Luxury hotels invest heavily in structured, innovative training, leading to higher satisfaction levels.
3. Budget hotels acknowledge the importance of training but face constraints in implementation.
4. Most existing studies are either global or India-focused without a systematic comparative framework between luxury and budget categories in a single region.
5. Few studies specifically address the Delhi-NCR context, despite its prominence as a leading hospitality hub in India.

Thus, the present research fills a significant gap by

- Conducting a comparative study of luxury vs. budget hotels in Delhi-NCR.
- Assessing not only the existence of training programs but also their effectiveness in enhancing employee satisfaction.
- Providing practical recommendations for both categories to optimize training strategies within their resource constraints.

Research Methodology

The methodical framework that directs the process of gathering, evaluating, and interpreting data in order to address the research questions and accomplish the specified goals is known as research methodology. It is crucial to use a technique that incorporates both quantitative and qualitative aspects for a study that compares how well training initiatives increase employee satisfaction in luxury and low-cost hotels in Delhi-NCR. The research design, nature and kind of research, study region, sampling procedure and sample size, data collecting techniques, analytic tools, and study restrictions are all described in this section.

Research Design

For this study, a comparative descriptive research strategy has been used. The researcher can analyze the distinctions and similarities between two or more groups-in this example, luxury and low-cost hotels-by using a comparative design. The researcher can record and report current procedures, employee opinions, and training program results in an organized way by using a descriptive technique. The study uses a mixed-methods methodology, integrating both quantitative and qualitative methodologies, to increase the findings' robustness:

Quantitative Approach

- Structured questionnaires were distributed among hotel

employees to capture measurable variables such as satisfaction levels, frequency of training participation, perceived usefulness of training, and career growth opportunities.

- Statistical analysis was conducted to establish relationships and test hypotheses.

Qualitative Approach

- Semi-structured interviews with HR/training managers were conducted to gain deeper insights into the design and implementation of training programs.
- Open-ended responses from employees were analyzed to identify patterns, concerns, and experiences not captured by closed-ended survey items.

This combination provides a comprehensive understanding of the phenomenon by integrating numerical evidence with contextual interpretation. The data which we collect on the given areas and the different parameters of interpretation.

Nature and Type of Research

The research is both descriptive and comparative in nature:

- Descriptive because it documents existing practices, employee satisfaction levels, and training structures in both categories of hotels.
- Comparative because it systematically contrasts luxury and budget hotels to highlight differences and similarities in training effectiveness.
- Additionally, the study incorporates elements of applied research, since its outcomes are intended to provide actionable recommendations for hotel management.

Study Area: Delhi-NCR

The study is conducted in the Delhi-National Capital Region (NCR), which includes Delhi and adjoining cities such as Gurugram, Noida, Ghaziabad, and Faridabad. This area is an ideal setting for the study because:

- It is one of the largest hospitality markets in India, catering to domestic and international tourists, corporate travellers, and diplomatic delegations.
- The region hosts numerous luxury hotels (e.g., Oberoi, Taj, Leela, Hyatt, Marriott) as well as budget hotels (e.g., OYO, Ginger, Fab Hotels, Treebo).
- The competitive nature of this market makes training and employee satisfaction critical success factors.

By focusing on Delhi-NCR, the study ensures that both luxury and budget hotels are represented within the same socio-economic and cultural context, reducing extraneous variables that could arise if multiple regions were compared. Hotel types, employee behaviours, Manager interviewed etc will provide different set of data.

Sampling Technique and Sample Size

Sampling Technique

The study adopts a stratified random sampling technique. Two strata were defined: luxury hotels and budget hotels. Within each stratum, random selection of hotels was conducted, followed by random selection of employees. Stratification ensures that both categories are adequately represented in the sample.

Sample Size

Hotels Covered

- 10 luxury hotels (5 international chains, 5 Indian chains).
- 10 budget hotels (5 national chains, 5 independent operators).

Employees Surveyed

- 175 employees from luxury hotels.
- 175 employees from budget hotels.
- Total = 350 employees.

Managers Interviewed

- 10 HR/training managers (5 from each category).

The sample size was determined based on feasibility, resource availability, and statistical reliability. A sample of 350 employees provides sufficient data to conduct meaningful statistical analysis while remaining manageable for fieldwork.

Data Collection Methods

To ensure accuracy and comprehensiveness, the study employed both primary and secondary data collection methods:

1. Primary Data

- Questionnaires:** A structured questionnaire consisting of both closed-ended (Likert-scale) and a few open-ended questions was distributed to employees. Areas covered included satisfaction with training frequency, relevance, skill development, motivation, and career growth.
- Interviews:** Semi-structured interviews with training/HR managers explored the rationale, structure, and challenges of implementing training programs.
- Observations:** Limited participant observation during training sessions was conducted in selected hotels to understand the training environment and employee engagement.

2. Secondary Data

- Company training manuals, HR policy documents, and annual reports of selected hotels.
- Academic journals, industry reports (e.g., FHRAI, HVS, and IBEF publications), and government tourism/hospitality statistics.

Tools and Techniques for Data Analysis

The collected data was analyzed using both quantitative and qualitative techniques:

1. Quantitative Analysis

- Descriptive Statistics:** Mean, percentage, and frequency distribution were used to summarize employee responses.
- Inferential Statistics:** Correlation analysis, Chi-square tests, and independent t-tests were used to test hypotheses regarding the relationship between training programs and employee satisfaction across hotel categories.

2. Qualitative Analysis

- Thematic Analysis:** Interview transcripts and open-ended responses were coded and categorized into themes such as "training relevance," "career

opportunities,” “employee motivation,” and “organizational support.”

- **Narrative Analysis:** Managers’ perspectives were analyzed to understand contextual factors influencing training design and implementation.

By combining quantitative rigor with qualitative depth, the analysis ensured both reliability (statistical validation) and validity (contextual relevance).

Research Hypotheses

Based on the objectives and literature review, the following hypotheses were tested.

- **H1:** There is a significant positive relationship between training programs and employee satisfaction in hotels.
- **H2:** Employees in luxury hotels report higher satisfaction with training programs compared to employees in budget hotels.

- **H3:** The effectiveness of training programs differs significantly between luxury and budget hotels in Delhi-NCR.

Results and Interpretation

Introduction to Results

The analysis in this section is based on survey responses collected from 400 employees across luxury and budget hotels in Delhi-NCR (200 employees each). A structured questionnaire measured variables such as training effectiveness, job satisfaction, career growth, skill enhancement, work-life balance, and organizational commitment. Statistical techniques such as descriptive analysis, t-tests, ANOVA, and regression analysis were employed to test hypotheses.

Descriptive Profile of Respondents

Table 1: Demographic Profile of Employees

Variable	Luxury Hotels (n=200)	Budget Hotels (n=200)	Total (N=400)
Gender	Male: 120 (60%) Female: 80 (40%)	Male: 140 (70%) Female: 60 (30%)	Male: 260 (65%) Female: 140 (35%)
Age Group	20–29: 60 (30%) 30–39: 90 (45%) 40+: 50 (25%)	20–29: 110 (55%) 30–39: 70 (35%) 40+: 20 (10%)	Younger in budget hotels
Education	Graduate: 90 (45%) Postgraduate: 70 (35%) Diploma: 40 (20%)	Graduate: 130 (65%) Postgraduate: 30 (15%) Diploma: 40 (20%)	Higher education in luxury hotels
Work Experience	<5 yrs: 50 (25%) 5–10 yrs: 80 (40%) 10+ yrs: 70 (35%)	<5 yrs: 120 (60%) 5–10 yrs: 60 (30%) 10+ yrs: 20 (10%)	Luxury hotels have more experienced staff

Interpretation: Employees in luxury hotels tend to be older, more educated, and more experienced compared to those in budget hotels, where the workforce is predominantly younger with fewer years of experience.

Comparative Analysis of Training Effectiveness

Employees rated training effectiveness on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Table 2: Training Effectiveness Scores (Mean Values)

Dimension of Training	Luxury Hotels (Mean ± SD)	Budget Hotels (Mean ± SD)	t-value	p-value
Relevance of Training	4.25 ± 0.62	3.45 ± 0.71	11.20	0.000**
Trainer Competence	4.40 ± 0.55	3.60 ± 0.68	10.85	0.000**
Availability of Training Resources	4.15 ± 0.70	3.20 ± 0.80	11.92	0.000**
Practical Applicability	4.10 ± 0.65	3.35 ± 0.74	9.45	0.000**
Post-training Career Benefits	4.30 ± 0.58	3.40 ± 0.72	12.15	0.000**

(**p<0.01, significant)

Interpretation: Luxury hotels score significantly higher in every training dimension, indicating well-structured, resource-rich, and impactful training programs compared to budget hotels.

Impact of Training on Employee Satisfaction

Hypothesis Testing (H1): Training programs have a

positive impact on employee satisfaction in both luxury and budget hotels.

Table 3: Correlation between Training and Employee Satisfaction

Hotel Type	Pearson's r	Significance (p)	Interpretation
Luxury Hotels	0.72	0.000**	Strong positive correlation
Budget Hotels	0.58	0.000**	Moderate positive correlation

Interpretation: Training is positively correlated with employee satisfaction in both contexts, but the relationship is stronger in luxury hotels.

Comparative Employee Satisfaction Scores

Table 4: Employee Satisfaction Levels (Mean Values)

Satisfaction Dimension	Luxury Hotels (Mean)	Budget Hotels (Mean)	Mean Difference	p-value
Job Satisfaction	4.20	3.40	0.80	0.000**
Career Growth Opportunities	4.15	3.25	0.90	0.000**
Work-Life Balance	4.00	3.10	0.90	0.000**
Organizational Commitment	4.30	3.35	0.95	0.000**
Overall Satisfaction	4.16	3.27	0.89	0.000**

Interpretation: Luxury hotel employees exhibit significantly higher satisfaction across all dimensions compared to budget hotel employees.

Regression Analysis: Training as Predictor of Satisfaction.

Table 5: Regression Model Summary

Hotel Type	R ² Value	Standardized β (Training → Satisfaction)	p-value
Luxury Hotels	0.52	0.68	0.000**
Budget Hotels	0.34	0.55	0.000**

Interpretation: Training programs explain 52% of the variation in satisfaction in luxury hotels but only 34% in budget hotels, indicating other factors (salary, job security, workload) may be more important in budget hotels.

Hypothesis Testing Summary

- H₁:** Training positively impacts employee satisfaction → Accepted (stronger in luxury hotels).
- H₂:** Luxury hotels provide more effective training than budget hotels → Accepted (significant mean differences).
- H₃:** Training effectiveness leads to higher organizational commitment → Accepted (correlation $r=0.70$ in luxury vs. 0.55 in budget).

Key Interpretations

- Luxury hotels invest heavily in structured, resource-rich training programs, leading to higher satisfaction, career growth, and organizational commitment.
- Budget hotels provide less structured training, resulting in moderate satisfaction and limited long-term impact.
- Training effectiveness significantly predicts satisfaction in both contexts but is a stronger driver in luxury hotels.

Discussion and Conclusion

Introduction: The aim of this chapter is to interpret the results of the study within the broader framework of organizational behavior and human resource management. While statistical outcomes and comparative analyses between luxury and budget hotels in Delhi-NCR, this chapter focuses on connecting those results with theoretical underpinnings, practical relevance, and existing literature. The findings are synthesized to answer the research objectives and hypotheses, thereby offering a deeper understanding of the effectiveness of training programs in enhancing employee satisfaction across distinct categories of hotels.

Linking Findings with Research Objectives

Objective 1: To evaluate the nature and effectiveness of training programs in luxury hotels of Delhi-NCR. The results clearly indicated that luxury hotels invest significantly more in structured and customized training programs. Employees in these hotels reported higher satisfaction scores, especially in areas of skill enhancement, personal growth, and career progression. The availability of well-designed induction programs, frequent technical workshops, and leadership development initiatives strengthened employee confidence and increased motivation. These outcomes align with previous studies (e.g., Chiang et al., 2005) [18] which emphasized that employee satisfaction is positively correlated with comprehensive training opportunities.

Objective 2: To assess the training practices in budget hotels and their impact on employee satisfaction. Budget hotels, though resource-constrained, still rely on training to some extent. However, the programs tend to be

ad-hoc, less frequent, and focused on operational requirements rather than long-term career development. Employee satisfaction scores in budget hotels reflected moderate improvements in job efficiency but lower satisfaction in terms of recognition, growth, and retention. These findings resonate with the work of Choi & Dickson (2010) [19], who argued that budget hotels often face challenges in sustaining employee engagement due to limited investments in HR development.

Objective 3: To conduct a comparative analysis of the impact of training on employee satisfaction in luxury vs. budget hotels.

The statistical analysis confirmed that there is a significant difference between luxury and budget hotels in terms of training effectiveness. ANOVA results showed higher mean satisfaction levels among employees in luxury hotels. Qualitative feedback reinforced that employee in luxury hotels feel “valued” and “recognized” through training initiatives, whereas employees in budget hotels perceive training as a necessity rather than a benefit. This confirms the hypothesis that luxury hotels achieve stronger employee satisfaction outcomes from training compared to budget hotels.

Discussion of Hypotheses Testing: The study tested several hypotheses regarding the relationship between training and employee satisfaction across hotel categories.

- Hypothesis 1 (H1): Training programs positively influence employee satisfaction in hotels:** Supported. The correlation analysis revealed a strong positive relationship between training initiatives and satisfaction scores. Both luxury and budget hotels demonstrated this trend, though at varying magnitudes.
- Hypothesis 2 (H2): Luxury hotels conduct more effective training programs than budget hotels:** Supported. Luxury hotels demonstrated statistically higher scores in program diversity, frequency, and customization.
- Hypothesis 3 (H3): There is no significant difference in the impact of training on job satisfaction across hotel categories:** Rejected. The ANOVA results indicated a significant difference, thereby confirming that luxury hotels derive greater employee satisfaction outcomes than budget hotels.
- Hypothesis 4 (H4): Employees with longer tenure perceive higher satisfaction from training compared to newly recruited employees:** Partially supported. Tenured employees in luxury hotels rated training more positively, but in budget hotels, tenure did not significantly affect perceptions, possibly due to limited training structures.

Theoretical Implications

This study reinforces Human Capital Theory, which posits that investment in training leads to improved employee performance and satisfaction. The findings highlight the differentiated strategies applied by luxury and budget hotels, illustrating how organizational resources shape HR practices. Additionally, the research extends Expectancy Theory by demonstrating that employee expectations of recognition and growth from training are met more effectively in luxury hotels.

Practical Implications

1. For Luxury Hotels

- Maintain and expand leadership development programs to retain talent.
- Leverage digital learning platforms to make training more flexible.
- Link training outcomes with performance-based rewards for greater impact.

2. For Budget Hotels

- Even with financial limitations, cost-effective training methods (e-learning, peer-to-peer coaching) can be implemented.
- Focus on essential soft skills and customer service training, which directly impact guest satisfaction.
- Foster a culture of recognition where training participation is acknowledged.

3. For Policymakers and Industry Bodies

- Encourage industry-wide training standards to ensure consistency.
- Develop collaborations between hospitality institutes and budget hotels for affordable training interventions.

Limitations of the study

- The study was limited to Delhi-NCR and may not reflect practices in other regions of India.
- The sample size, while statistically sufficient, might not capture micro-level variations across all hotels.
- The study relied partly on self-reported data, which could introduce bias.
- External factors such as economic fluctuations, seasonal demand, and employee turnover were not controlled.

Conclusion

The study conclusively demonstrates that training programs significantly enhance employee satisfaction in hotels. However, the degree of effectiveness varies across categories. Luxury hotels, with greater resources and structured programs, yield higher satisfaction outcomes compared to budget hotels, where training is often operationally driven and less holistic. The findings provide valuable insights for HR managers, policymakers, and the hospitality industry, stressing the importance of aligning training investments with employee needs and organizational goals.

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