

## Relationship Between Training Effectiveness and Employee Career Advancement in Star Category Hotels of Pondicherry

<sup>1</sup>Saumya Singh, <sup>2</sup>Dr. Gaurav Bathla

<sup>1</sup>Research Scholar, CT University, Ludhiana (Punjab)

<sup>2</sup>Professor, CT University, Ludhiana (Punjab)

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### Abstract:

Employee training is a critical factor influencing skill development and career progression in the hospitality industry. This study examines the relationship between training effectiveness and employee career advancement in star-category hotels of Pondicherry. Primary data were collected from 385 employees across departments such as front office, housekeeping, food and beverage, and human resources using a structured questionnaire. Descriptive statistics and correlation analysis were performed to examine the link between training programs and career growth. Findings reveal that employees generally perceive training programs as highly effective, and there is a strong positive relationship ( $r = 0.933$ ,  $p < 0.01$ ) between training effectiveness and career advancement. Employees who consider training valuable are more likely to experience promotions, professional development, and interdepartmental mobility. The study underscores the strategic importance of aligning training initiatives with career pathways, managerial support and succession planning.

**Keywords:** Training Effectiveness, Career Advancement, Star Category Hotels, Employee Development

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## 1. Introduction

### 1.1 Background of the Study

The hospitality industry is one of the most dynamic and competitive sectors worldwide, with employee performance and service quality acting as key differentiators for business success. Hotels, especially star-category establishments, rely heavily on a skilled and motivated workforce to deliver superior guest experiences and maintain operational excellence. Within this context, training and development play a vital role in building competencies, improving service delivery, and enhancing employee motivation and retention (Abbasi & Mohebi, 2016; Ahmed & Abdullahi, 2021).

Training effectiveness refers to how well training programs achieve their intended outcomes, such as enhancing knowledge, improving skills, and changing behaviors aligned with organizational goals (Al Kandari & Hasagewa, 2017). In the hotel industry, where technological and customer service trends change rapidly, training is essential for developing employee adaptability and innovation (Paraskevas & Apostolopoulos, 2019). Studies have shown that effective training directly contributes to job satisfaction, improved performance, and organizational commitment (Surya & Jaikumar, 2023; Wang & Peng, 2023).

Career advancement, on the other hand, represents the progression of employees within their profession through promotions, increased responsibilities, or skill recognition (Njuguna & Iravo, 2014). Employees perceive career growth opportunities as a major motivational factor influencing retention and performance. When employees feel that training contributes meaningfully to their career growth, they are more likely to remain loyal and perform at higher levels (Kirmani & Tabassum, 2020). In hospitality settings, structured and continuous training initiatives

can thus serve as a strategic tool for aligning individual aspirations with organizational objectives (Lai & Vinh, 2019).

### **1.2 Significance of the Study**

The study on training effectiveness and career advancement in star category hotels of Pondicherry is significant for multiple reasons. First, while numerous studies have explored these relationships globally, limited empirical research has been conducted in smaller Indian markets such as Pondicherry, which host both domestic and international tourists (Surya & Jaikumar, 2023). The region's hotel industry faces unique challenges related to employee turnover, skill mismatch, and limited professional growth pathways. Understanding how training impacts career advancement can guide hotel management in developing more effective human resource policies tailored to local needs.

Second, this study contributes to the existing literature by bridging the gap between theoretical concepts of training effectiveness and practical implications for career development in the hospitality industry. Research by Lai and Vinh (2019) and Paraskevas and Apostolopoulos (2019) emphasizes that when training outcomes are evaluated effectively, employees experience higher job satisfaction and greater prospects for internal promotion. Thus, evaluating the relationship between training effectiveness and employee career advancement not only enhances academic understanding but also offers actionable insights for practitioners in HR and talent management within the hospitality sector.

## **2.0 Literature Review**

### **2.1 Conceptualizing Training Effectiveness**

Training effectiveness is a multidimensional construct encompassing training design, delivery, learning outcomes, and transfer to job performance (Salas et al., 2012). The widely adopted Kirkpatrick model evaluates training outcomes across four levels—reaction, learning, behavior, and results offering a structured framework for assessing program success (Al Kandari & Hasagewa, 2017). In hospitality, on-the-job and experiential learning methods are particularly effective given the industry's service-oriented and hands-on nature (Zala, 2020).

Noe (2017) emphasizes that effective training begins with a needs assessment that aligns program content with organizational strategy and individual development plans. Moreover, organizational support, feedback mechanisms, and post-training reinforcement are critical determinants of transfer effectiveness (Salas et al., 2012). Abbasi and Mohebi (2016) found that training evaluation and feedback loops significantly enhance organizational performance when employees perceive genuine investment in their growth.

### **2.2 Training and Career Advancement**

Human Capital Theory (Becker, 1964, as cited in Garavan, 1997) posits that investments in employee training increase skills, productivity, and career potential. In the hospitality context, structured training has been associated with higher career satisfaction, job commitment, and promotability (Kirmani & Tabassum, 2020; Lai & Vinh, 2019). Empirical evidence shows that well-trained employees demonstrate greater adaptability and leadership readiness, which translate into upward mobility within hotels (Paraskevas & Apostolopoulos, 2019).

However, the link between training and career advancement is not automatic. Njuguna and Iravo (2014) highlight that unless organizations integrate training into career frameworks—such as succession planning or competency-based promotion systems—training outcomes may remain short-term. In addition, cultural and contextual factors influence employee perception of training relevance; for example, in developing countries, limited career ladders and hierarchical barriers can constrain advancement despite skill acquisition (Ahmed & Abdullahi, 2021).

### **2.3 Hospitality Context: Challenges and Practices**

The hospitality sector faces distinct HR challenges including high turnover, job stress, and limited career progression pathways (Baum, 2007). Studies in the Indian hotel industry show that while managers acknowledge the strategic importance of training, implementation gaps persist due to cost constraints and insufficient evaluation

practices (Zala, 2020; Madaan, 2021). Surya and Jaikumar (2023) found that continuous training significantly improves employee satisfaction and retention in Kerala hotels, suggesting potential positive spillover effects on career advancement.

In star-category hotels, structured training programs often serve as feeders for leadership pipelines and departmental promotions (Baum, 2012). Kirmani and Tabassum (2020) reported that employees who participated in certified training programs were more likely to receive promotions than those with informal, ad hoc training exposure. Similarly, Lai and Vinh (2019) demonstrated that organizational support and a positive learning climate enhance both training transfer and perceived career growth in hospitality settings.

#### **2.4 Mediating and Moderating Variables**

Several variables mediate the relationship between training effectiveness and career advancement. Job performance, self-efficacy, and employability often serve as mediators (Noe, 2017; Paraskevas & Apostolopoulos, 2019). Moderating variables include leadership support, reward systems, and perceived fairness in promotion criteria (Salas et al., 2012). Kirmani and Tabassum (2020) further identified gender, tenure, and education level as factors influencing how training translates into career opportunities.

Recent studies reveal that employee satisfaction acts as a bridge between training and reduced turnover intentions. Wang and Peng (2023) showed that training improved job satisfaction, which subsequently decreased turnover intention among hotel staff in Asia. These findings reinforce the argument that training programs indirectly contribute to career longevity and progression through improved employee engagement and retention.

#### **2.5 Empirical Gaps**

Despite global evidence linking training to performance and satisfaction, research specifically addressing the training–career advancement nexus in regional Indian contexts such as Pondicherry remains sparse (Madaan, 2021; Zala, 2020). Moreover, most prior studies rely on subjective self-reports without combining them with objective indicators such as promotions or salary increments. Addressing this gap, the present study aims to empirically test the direct and indirect effects of training effectiveness on career advancement, incorporating organizational-support and motivation variables as moderators.

#### **2.6 Objectives of the study**

1. To evaluate employees' perceptions of the effectiveness of training programs in star-category hotels.
2. To assess the relationship between training effectiveness and employee career advancement in hotels.

#### **2.7 Hypothesis**

**H<sub>1</sub>:** There is a significant relationship between training effectiveness and employee career advancement in hotels.

### **3. Research Methodology**

#### **3.1 Research Design and Approach**

This study adopted a **quantitative research design** to assess the relationship between training effectiveness and employee career advancement in star category hotels of Pondicherry. A **descriptive and correlational approach** was used to analyze how effective training influences employees' perceived career growth.

#### **3.2 Data Collection and Sampling**

Primary data were collected from **385 employees** working in various departments such as front office, housekeeping, food and beverage, and human resources. A **structured questionnaire** based on a five-point Likert scale was used. Respondents were selected using **stratified random sampling** to ensure proportional representation from different star-category hotels. Data were gathered through both online and offline surveys conducted over two months.

### 3.3 Data Analysis and Validity

Collected data were analyzed using SPSS software with descriptive statistics, correlation, and regression analysis to examine the relationship between variables. The reliability of the instrument was confirmed using Cronbach's alpha, while content validity was ensured through expert evaluation. Ethical standards such as voluntary participation and confidentiality were strictly followed throughout the research process.

### 4. Data Analysis

*There is a significant relationship between training effectiveness and employee career advancement in hotels*

Correlation analysis is performed to see if training efficacy and career advancement were related. The results showed a strong and positive link, which means that employees who think training programs are useful are more likely to see better chances for promotion, professional progress, and moving between departments. This shows how important training is for both learning new skills and moving up in your career in the hospitality sector.

**Table 4.1: Descriptive Statistics of Training Effectiveness and Career Advancement**

Descriptive Statistics			
	Mean	Std. Deviation	N
Training effectiveness	3.6924	.36906	385
Employee career advancement	3.6681	.35752	385

Above displays the descriptive statistics about training efficacy and employee career progression. The average score for training effectiveness was 3.6924 (SD = 0.36906), and the average score for employee career development was 3.6681 (SD = 0.35752). The proximity of these mean values suggests that employees predominantly perceive training as beneficial and significantly link it to prospects for career advancement and evolution within hotels.

**Table:4.2 Correlation Results between Training Effectiveness and Career Advancement**

Correlations			
		Training effectiveness	Employee career advancement
Training effectiveness	Pearson Correlation	1	.933**
	Sig. (2-tailed)		.000
	N	385	385
Employee career advancement	Pearson Correlation	.933**	1
	Sig. (2-tailed)	.000	
	N	385	385

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

Above table shows the results of the link between how well training works and how well someone does in their profession. A robust positive association was identified ( $r = 0.933$ ,  $p < 0.01$ ), signifying that employees who regard training programs as efficient are considerably more likely to recognise enhanced prospects for promotion, professional advancement, and career mobility. This research underscores the strategic significance of training in influencing career paths within the hospitality business.

## 5. Conclusion

### 5.1 Relationship Between Training Effectiveness and Career Advancement

The study establishes a strong and positive relationship between training effectiveness and employee career advancement in star category hotels of Pondicherry. Employees who perceive training programs as effective are more likely to experience promotions, professional growth, and opportunities for cross-departmental movement. The results indicate that training does not merely enhance technical and soft skills but also increases employees' confidence and readiness to take on higher responsibilities. This suggests that effective training serves as a crucial driver of career progression, motivating employees to engage in continuous learning and contribute more effectively to organizational goals.

The findings further indicate that employees' perceptions of training quality, relevance, and applicability are directly linked to their perceived career growth. When employees believe that training programs align with their personal development and organizational objectives, they are more likely to recognize tangible career benefits. This reinforces prior research highlighting that training must be strategically designed and well-aligned with career pathways to produce meaningful outcomes in the hospitality industry (Kirmani & Tabassum, 2020; Lai & Vinh, 2019).

### 5.2 Implications for Hotel Management and Human Resource Practices

The study highlights several practical implications for hotel managers and HR professionals. First, investing in high-quality, structured training programs should be considered a strategic priority rather than a routine operational activity. Effective training enhances employees' competencies, reduces skill gaps, and strengthens career development prospects, which in turn improves retention and reduces turnover—a persistent challenge in hospitality (Baum, 2007; Surya & Kumar, 2023).

Second, training initiatives should be linked to clearly defined promotion criteria, succession planning, and career pathways. Employees are more likely to perceive training as beneficial when it is integrated with transparent advancement opportunities, mentorship programs, and managerial support. This alignment fosters motivation, engagement, and long-term commitment to the organization.

Finally, the findings underscore the broader strategic significance of training for organizational performance. Star-category hotels that invest in employee development not only enhance service quality and operational efficiency but also cultivate a future-ready workforce capable of adapting to evolving industry demands. By prioritizing training effectiveness and career development, hotel management can achieve a dual benefit: enhancing employee satisfaction and building organizational resilience in a competitive hospitality market.

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