

A Study on Employee Satisfaction in the Digital Age with Reference to Hotel Industry

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ABSTRACT

This study investigates the effects of technological innovation on employee satisfaction in the hotel industry, focusing on digital transformation and training and development. In today's competitive environment, the hotel industry requires high-quality services and competent staff. Digital transformation, characterized by the adoption of smart systems, AI, and data analytics, has revolutionized hotel operations but also introduced changes to employees' work environments. Training and development programs are crucial in helping employees adapt to these technological changes, ensuring they have the necessary skills to perform their roles effectively. This research, based on primary data from hotel employees in Jaipur, India, explores how digital transformation impacts employee satisfaction, particularly through training programs. The research shows that good training programs are strongly connected to higher employee satisfaction, less stress, and more confidence in their jobs. Ultimately, this study aims to provide hotel management with insights into the importance of aligning technological advancements with comprehensive employee development initiatives. By doing so, hotels can foster a supportive work environment that not only embraces innovation but also enhances overall employee satisfaction. This balance is important for keeping employees motivated and satisfied in the fast-changing hotel industry.

Keywords: Training and Development, Digital Transformation, Employee Satisfaction, Digital Age, Digital Transformation.

Introduction

In recent time the hotel industry embraces the digital age, the interplay between employee satisfaction, training, and development becomes increasingly vital for organizational success. With the advent of digital transformation, the advent of digital transformation, hotels are increasingly integrating advanced technologies such as smart systems, artificial intelligence (AI), automated booking systems, and data analytics to enhance customer experiences. These innovations have revolutionized traditional hotel practices, streamlining operations and allowing for more personalized guest services. However, the rapid pace of technological change also presents challenges, as employees must continuously adapt to new tools and systems. **Training and development** play a pivotal role in equipping hotel employees with the necessary skills to navigate these technological advancements. Effective training programs focus on both technical competencies and behavioural skills, ensuring that staff can seamlessly integrate new technologies into their daily tasks. The relationship between **digital transformation, training, and**

employee satisfaction is profound. When hotels invest in robust training and development programs, employees are better prepared to adapt to technological changes, leading to increased confidence and reduced job-related stress. Ultimately, aligning technological advancements with comprehensive employee development initiatives is essential for fostering a motivated and productive workforce in the dynamic landscape of the hotel industry.

Literature Review

Nabi, T., Joshi, A., Vashisht, A., Siddiqui, M. A., & Dwivedi, R. (2021) focused more on digital tools than resources and human resource management. Digital transformation is an enterprise-wide initiative with the objective of doing business in an innovative way. Companies look for the ROI from transformation implementation and more customer engagement to enhance the business. Objective of the digital transformations can be achieved through proper resource management. This article studies the resource and human resource management impact on the success of digital transformations.

Khatib, O., & Alshawabkeh, K. (2022) emphasized to identify the impact of digital transformation in achieving strategic sovereignty in a world that is intensely competitive and in a digitalized era. In the study, the human resource management variable serves as an intermediary variable in the relationship between digital transformation and strategic leadership.

Mishra, S. K., & Nair, P. (2021) focused upon the link between various Training and Development programs organized in Larsen & Toubro Group of Companies and their impacts on employee satisfaction and performance. There were two variables: Training and Development (independent) and Employees satisfaction and performance (dependent). The goal was to see whether Training and development has an impact on employee's satisfaction and performance.

Research Gap

Based on the above literature review, it has been identified that there is a need of research on **"Employee Satisfaction in the Digital Age with role digital transformation in training and development in hotel industry"**. The existing literature reveals a significant gap in understanding how digital transformation and training and development together affect employee satisfaction in the hotel industry. While studies have explored the individual impact of training on job satisfaction or the role of human resource management in facilitating digital transformation, they often overlook the interplay between these factors. Additionally, most research focuses on larger organizations, neglecting smaller hotels, particularly in regions like Jaipur, Rajasthan. This study aims to address this gap by investigating how the combined effects of digital transformation and training programs influence employee satisfaction, contributing the improvement of employee well-being and organizational practices within the selected hotel.

Research Questions

- Q1. Which type of relationship exist in between digital transformation and training programs for employees in the hotel industry?
- Q2. What is the impact of digital transformation on training programs for employees in the hotel industry?
- Q3. How does training programs in digital age influence employee satisfaction in the hotel industry?
- Q4. How does digital transformation in training program influence employee satisfaction in the hotel industry?

Research Objectives

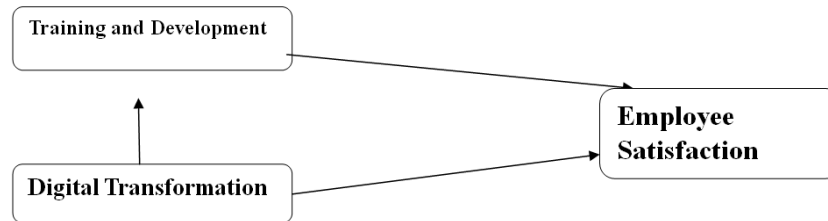
- To study the relationship between digital transformation and training programs in the hotel industry.
- To examine the impact of digital transformation on training programs in the hotel industry.
- To study the impact of digital transformation and training programs on employee satisfaction in the hotel industry.
- To analyze the challenges in implementation of digital transformation in training programs in the hotel industry.

Variables of the Study

Dependent Variable	Independent Variable
Employee satisfaction	Training and Development
	Digital Transformation

Conceptual Framework

CONCEPTUAL FRAMEWORK



- H0₁:** There is no significant relationship between digital transformation and training and development programs for employees in selected hotel for the study.
- Ha₁:** There is a significant relationship between digital transformation and training and development for employees in selected hotel for the study.
- H0₂:** There is no significant impact of training and development and digital transformation on employee's satisfaction in selected hotel for the study.
- Ha₂:** There is a significant impact of training and development and digital transformation on employee's satisfaction in selected hotel for the study.

Systematic Research Plan

Research Questions	Objectives	Hypothesis
Q1. Which type of relationship exist in between digital transformation and training programs for employees in the hotel industry?	To study the relationship between digital transformation and training programs in the hotel industry.	H0₁: There is no significant relationship between digital transformation and training and development for employees in selected hotel for the study. Ha₁: There is a significant relationship between digital transformation and training and development for employees in selected hotel for the study.
Q2 What is the impact of digital transformation on training programs for employees in the hotel industry?	To examine the impact of digital transformation on training programs in the hotel industry.	
Q3. How does training programs in digital age influence employee satisfaction in the hotel industry?	To study the impact of digital transformation and training programs on employee satisfaction in the hotel industry.	
Q4. How does digital transformation in training program influence employee satisfaction in the hotel industry?		H0₂: There is no significant impact of training and development and digital transformation on employee's satisfaction in selected hotel for the study. Ha₂: There is a significant impact of training and development and digital transformation on employee's satisfaction in selected hotel for the study..

Q5: What are the challenges faced in implementing digital transformation and training programs in the hotel industry?	To analyze the challenges faced in implementing digital transformation and training programs in the hotel industry.	
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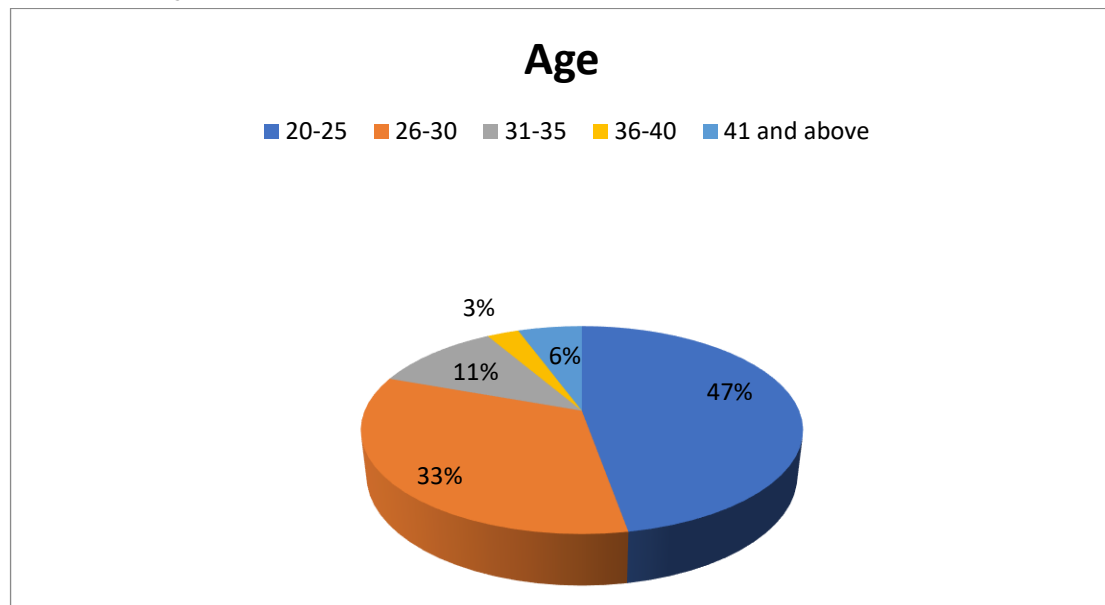
Research Methodology

Sample Size	55 Employees of the selected hotels
Research Design	Descriptive
Sample Area	Jaipur, Rajasthan
Research Method	Quantitative & Descriptive research
Sampling technique	Convenience Sampling
Tools	Descriptive analysis using SPSS 22
Data collection	Through Structured questionnaire with five-point rating Likert' scale

Descriptive Analysis and Data Interpretation

Age	Frequency	Percent
20-25	17	47.2
26-30	12	33.3
31-35	4	11.1
36-40	1	2.8
41 and above	2	5.6
Total	36	100.0

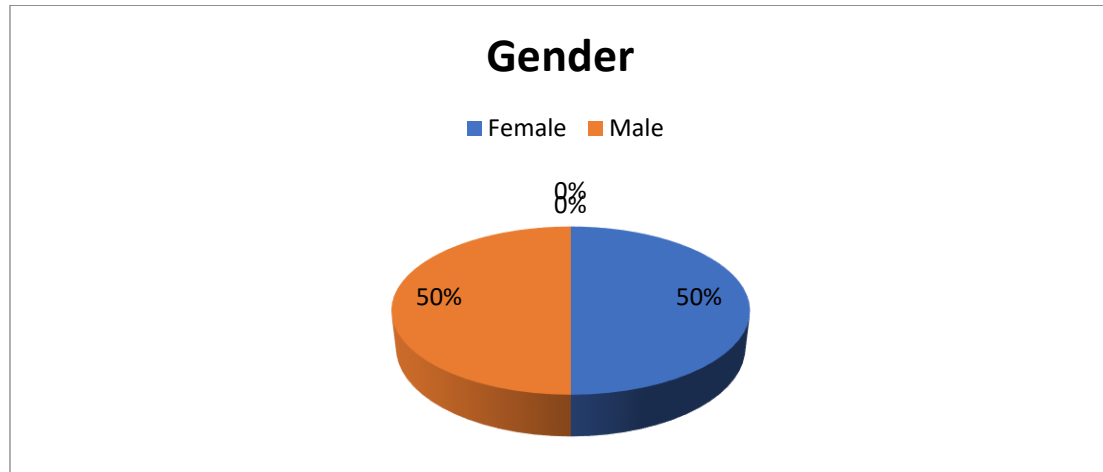
Source: Primary Data



The majority of respondents (47.2%) fall in the age group of **20-25 years**, followed by **33.3%** in the **26-30 years** category. Only **11.1%** of respondents are aged **31-35 years**, while a small percentage, **2.8%**, fall in the **36-40 years** age group. The remaining **5.6%** of respondents are **41 years and above**. This indicates that most employees participating in the study are young, which suggests a technologically adaptable workforce.

Gender	Frequency	Percent
Female	18	50.0
Male	18	50.0
Total	36	100.0

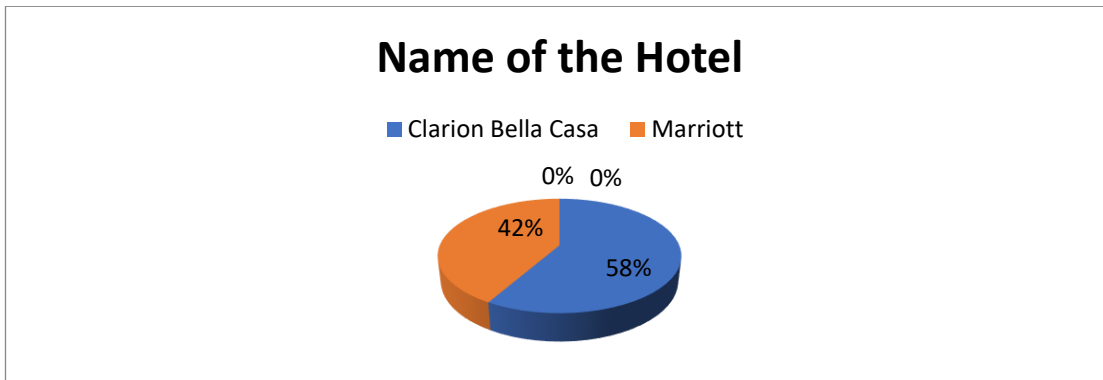
Source: Primary Data



Inference: Above table and chart described that the gender distribution in given sample has found **balanced**, with **50%** male and **50%** female respondents. This equal representation ensures that the opinions and experiences of both genders are fairly reflected in the findings for selected hotels for the study.

Name of the Hotel	Frequency	Percent
Clarion Bella Casa	21	58.3
Marriott	15	41.7
Total	36	100.0

Source: Primary Data



Inference: Most respondents, **58.3%**, work at **Clarion Bella Casa**, while **41.7%** work at **Marriott**. Since Clarion Bella Casa has a higher representation, the insights may be slightly skewed toward its work environment and practices.

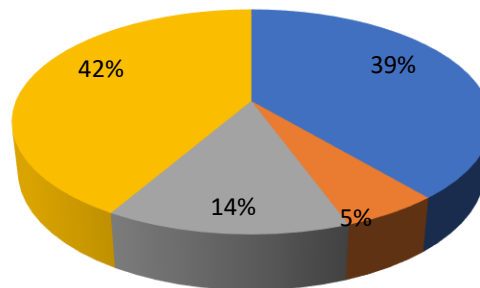
Educational Level	Frequency	Percent
PG (Postgraduate)	14	38.9
PhD	2	5.6
Professional/Digital Qualification	5	13.9
UG (Undergraduate)	15	41.7
Total	36	100.0

Source: Primary Data

Inference: above table and chart shows educational level of the respondents, in which **41.7%** hold an **undergraduate (UG) degree**, while **38.9%** have a **postgraduate (PG) degree**. A smaller percentage, **13.9%**, have **professional or digital qualifications**, and only **5.6%** hold a **PhD**. This suggests that most of respondents possess sufficient educational qualifications to understand and adapt to digital transformation and training programs.

Educational Level

■ PG (Postgraduate) ■ PhD ■ Professional/Digital Qualification ■ UG (Undergraduate)

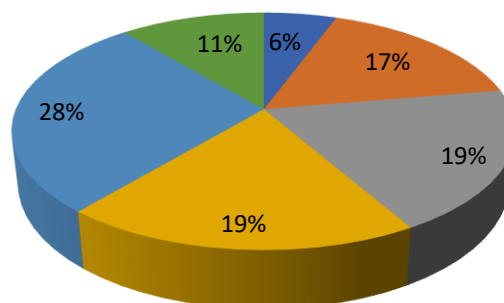


Department	Frequency	Percent
Advertising	2	5.6
Digital Marketing	6	16.7
Finance	7	19.4
HR	7	19.4
IT	10	27.8
Sales and Marketing	4	11.1
Total	36	100.0

Source: Primary Data

Department

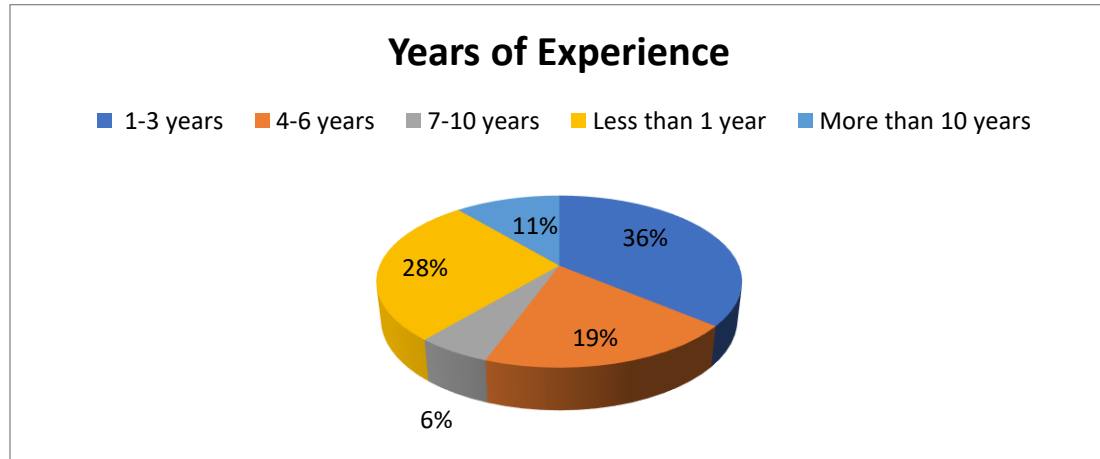
■ Advertising ■ Digital Marketing ■ Finance ■ HR ■ IT ■ Sales and Marketing



Inference: Above table and chart depicted that respondents of this study were from diverse departments. The **IT department** has the highest representation at **27.8%**, followed by **Finance** and **HR**, each with **19.4%**. **Digital Marketing** accounts for **16.7%**, while **Sales and Marketing** and **Advertising** contribute **11.1%** and **5.6%**, respectively. The variety of departments ensures that responses reflect experiences from multiple functional areas.

Years of Experience	Frequency	Percent
1-3 years	13	36.1
4-6 years	7	19.4
7-10 years	2	5.6
Less than 1 year	10	27.8
More than 10 years	4	11.1
Total	36	100.0

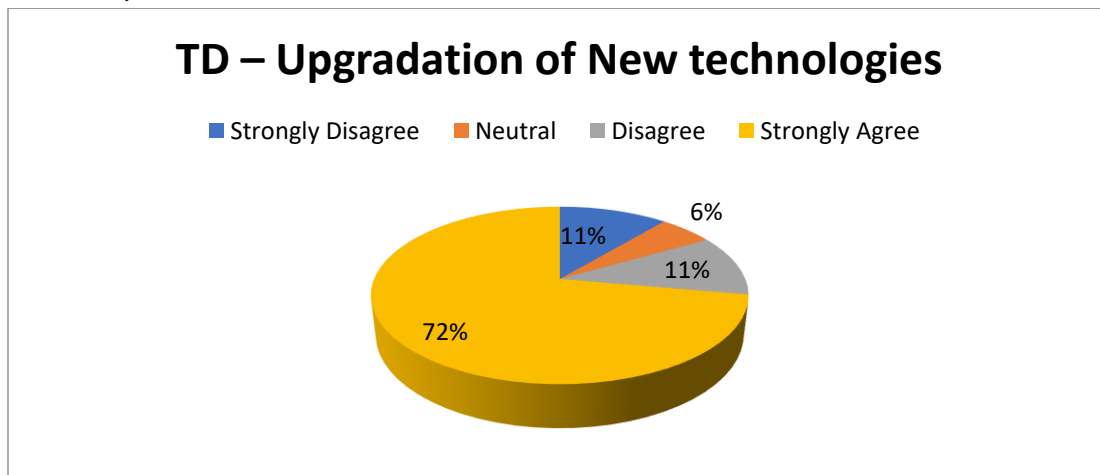
Source: Primary Data



Inference: The data shows that **36.1%** of respondents have **1-3 years** of experience, and **27.8%** have **less than 1 year** of experience. Employees with **4-6 years** of experience make up **19.4%**, while only **5.6%** have **7-10 years** of experience. **11.1%** of the respondents have **more than 10 years** of experience. This highlights that most respondents are relatively new to the industry, which might influence their openness to adopting new technologies.

TD – Upgrading of New technologies	Frequency	Percent
Strongly Disagree	4	11.1
Neutral	2	5.6
Disagree	4	11.1
Strongly Agree	26	72.2
Total	36	100.0

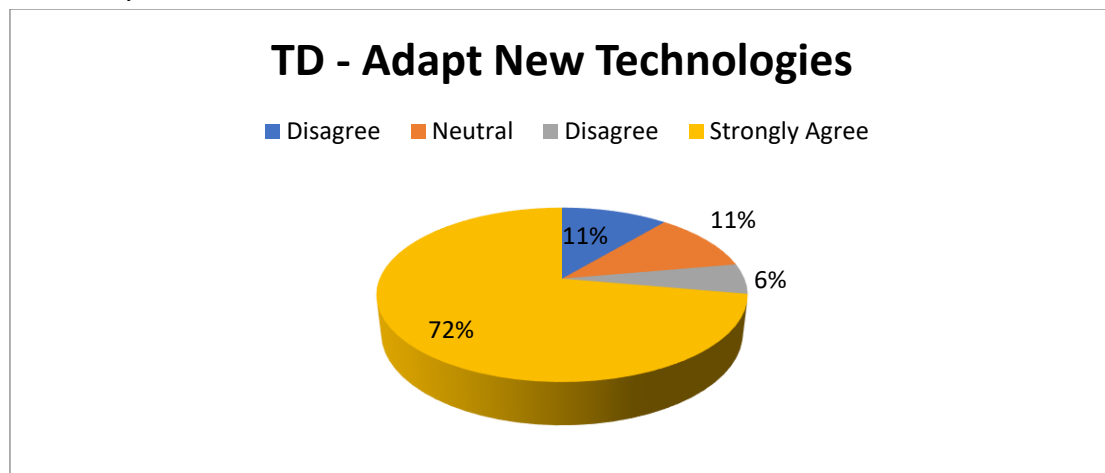
Source: Primary Data



Inference: The above table depicted that **72.2% of employees strongly agree** that updating their knowledge of new technologies is essential. However, **11.1% disagree and strongly disagree**, while **5.6% remain neutral**. This suggests that most employees embrace technological updates, although a small portion expresses reservations.

TD - Adapt New Technologies	Frequency	Percent
Disagree	4	11.1
Neutral	4	11.1
Disagree	2	5.6
Strongly Agree	26	72.2
Total	36	100.0

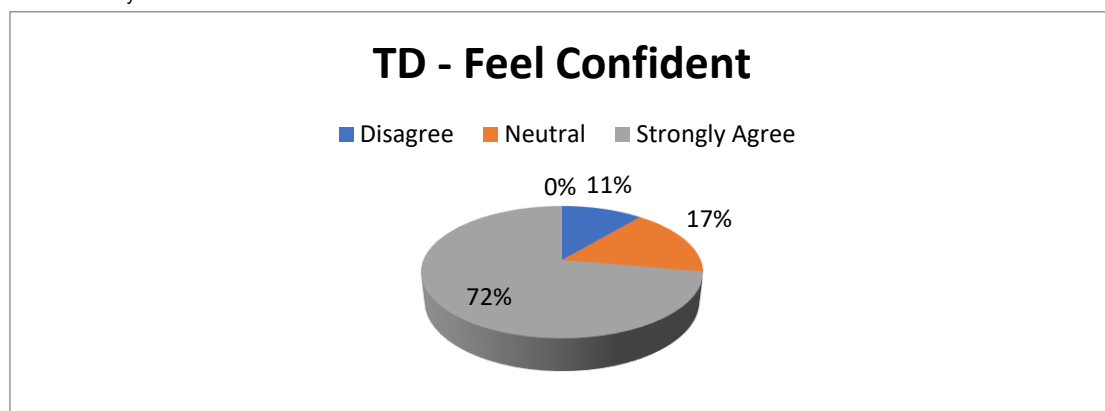
Source: Primary Data



Inference: In terms of **adapting to new technologies**, **72.2% of employees were strongly agree** that they can easily adapt, while **11.1% each remain neutral or disagree**. A small group expresses challenges in adapting to new systems.

TD - Feel Confident	Frequency	Percent
Disagree	4	11.1
Neutral	6	16.7
Strongly Agree	26	72.2
Total	36	100.0

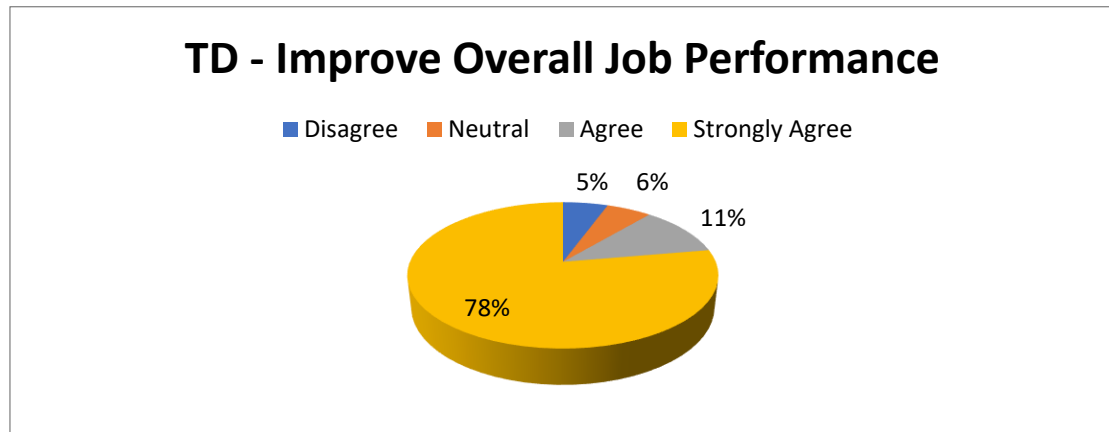
Source: Primary Data



Inference: Above table and chart displayed level of confidence in using new technologies, **72.2% of employees strongly agree** that they feel confident, while **16.7% remain neutral**, and **11.1% disagree**, indicating that some employees may need further support or training.

TD - Improve Overall Job Performance	Frequency	Percent
Disagree	2	5.6
Neutral	2	5.6
Agree	4	11.1
Strongly Agree	28	77.8
Total	36	100.0

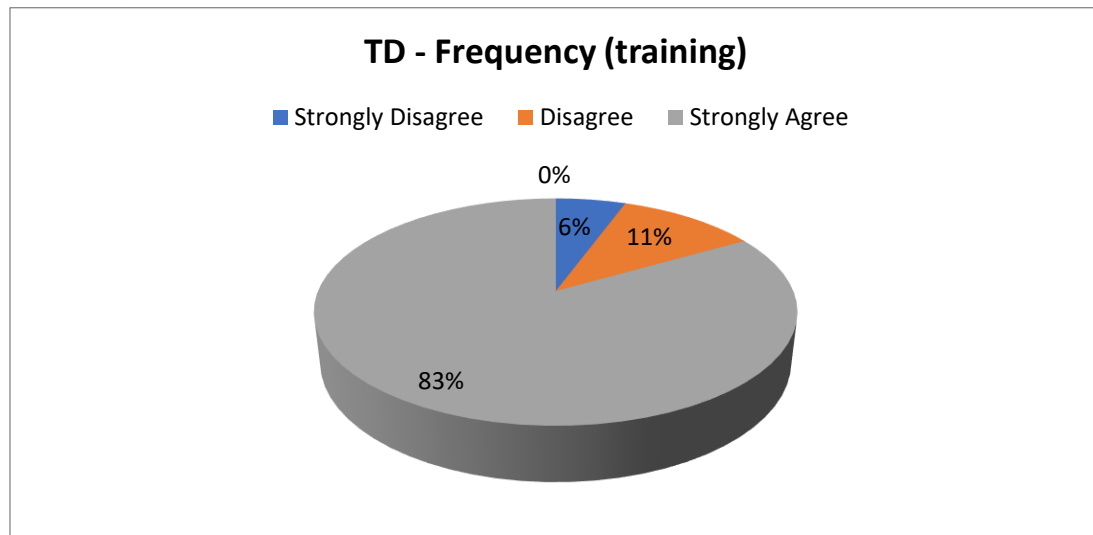
Source: Primary Data



Inference: The above table and chart displayed that **77.8% of employees were strongly agree** that new technologies **improve their job performance**. However, **11.1% agree**, while **5.6% remain neutral**, showing that a small percentage does not perceive a strong link between technology and performance.

TD - Frequency (training)	Frequency	Percent
Strongly Disagree	2	5.6
Disagree	4	11.1
Strongly Agree	30	83.3
Total	36	100.0

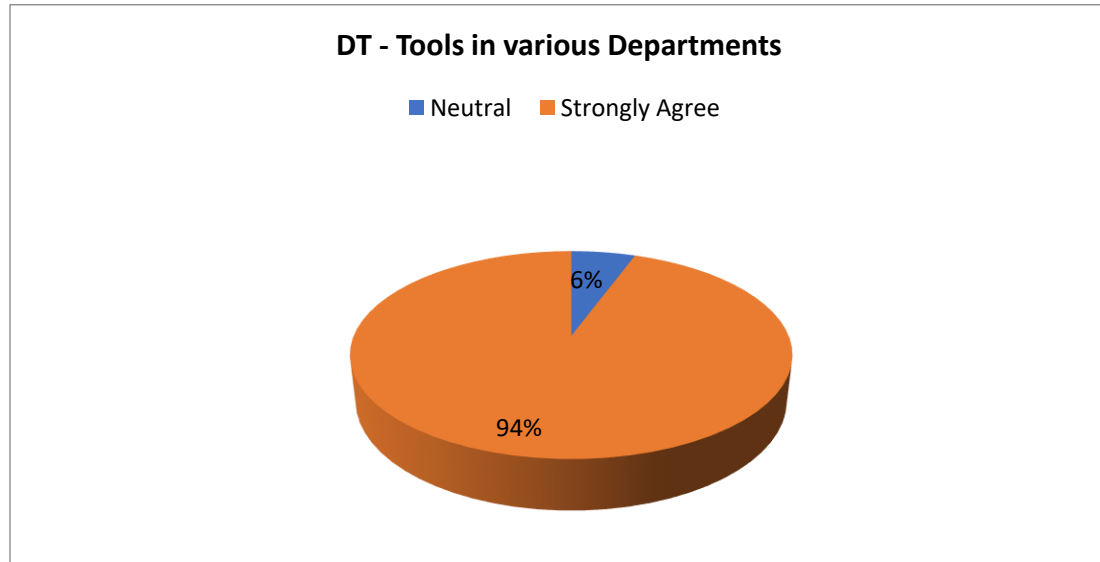
Source: Primary Data



Inference: Above table and chart depicted the frequency of training programs, **83.3% of employees strongly agree** that training sessions are conducted regularly. However, **11.1% disagree**, and **5.6% strongly disagree**, indicating that a small group perceives inconsistencies in training programs

DT - Tools in various Departments	Frequency	Percent
Neutral	2	5.6
Strongly Agree	34	94.4
Total	36	100.0

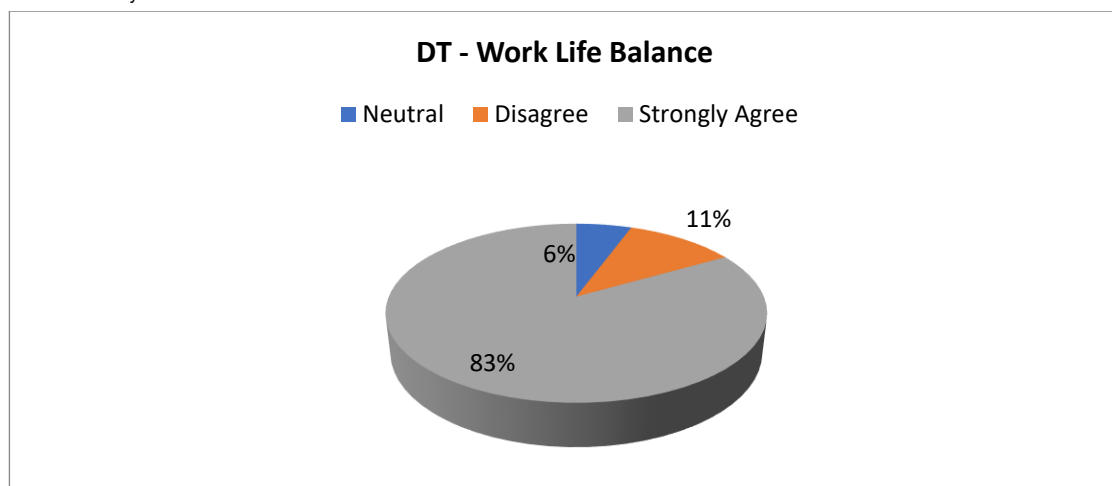
Source: Primary Data



Inference: Above chart showed remarkable **94.4% of employees strongly agree** that digital tools are effectively implemented in various departments. Only **5.6% remain neutral**, reflecting minor inefficiencies in some areas.

DT - Work Life Balance	Frequency	Percent
Neutral	2	5.6
Disagree	4	11.1
Strongly Agree	30	83.3
Total	36	100.0

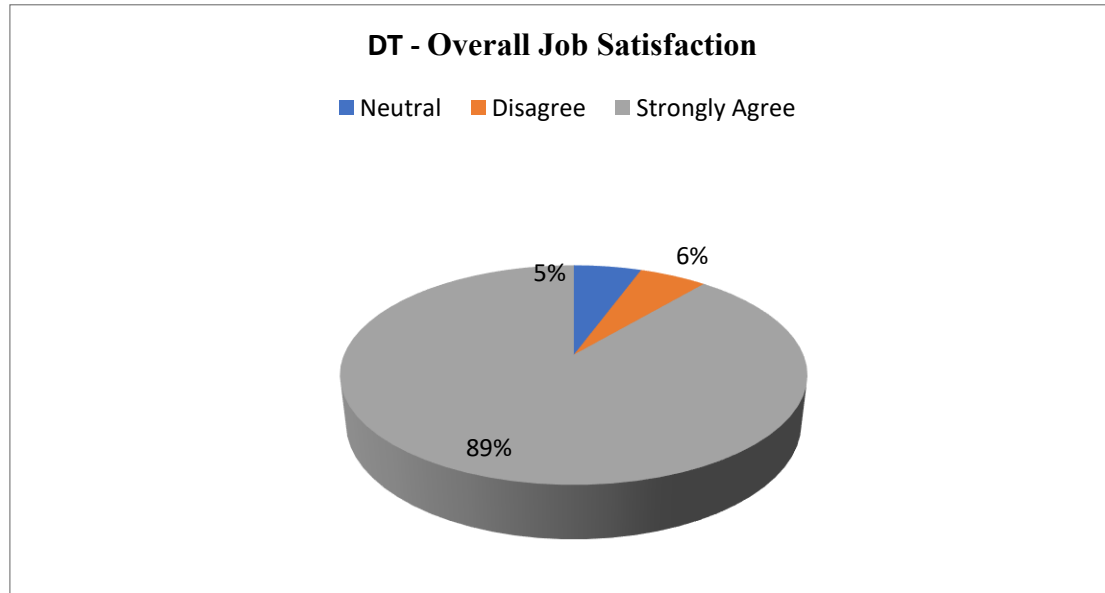
Source: Primary Data



Inference: Above table and chart showed that 83.3% strongly agreeing, most employees believed that digital transformation has positively impacted their **work-life balance**. However, **11.1% disagree**, and **5.6% remain neutral**, indicating that some employees feel less balance.

DT - Overall Job Satisfaction	Frequency	Percent
Neutral	2	5.6
Disagree	2	5.6
Strongly Agree	32	88.9
Total	36	100.0

Source: Primary Data



Inference: The table shows that **88.9% of employees strongly agree** that digital transformation has **positively influenced their overall job satisfaction**. However, **5.6% each remain neutral and disagree**, suggesting that a small segment perceives less satisfaction.

Conclusion

The study aimed to analyze the relationship between **digital transformation** and **training programs** in the hotel industry and its impact on **employee satisfaction**. The findings described that that an alternate hypothesis “**There is a significant relationship between digital transformation and training and development for employees in selected hotel for the study**” has been accepted. The analysis shows that **72.2% of employees were strongly agree** that adopting new technologies boosts their job performance, and **83.3% employees were agree** that frequent training sessions improve their skills. Additionally, digital tools used across various departments improve operational efficiency and enhance guest satisfaction, contributing to a positive work environment. This analysis depicted that, There is a significant impact of training and development and digital transformation on employee satisfaction in selected hotel of the study.

This research also highlights that **88.9% of employees** reported improvement of employee's satisfaction due to digital transformation in training programs. Another major hypothesis proved that There is a significant impact of digital transformation on training and development. Overall, the integration of digital transformation with training and development provide a **positive impact** on employee satisfaction in the selected hotel. That ensures in contributing to better performance and guest experiences.

Limitations

- The sample size of the study is relatively small, which have some limitation to generalize the study findings for the hotel industry.
- The biasness of employees sometime another issue in the study.
- The study based on limited hotel group as Clarion Bella Casa and Marriott of Jaipur city.

- Future research can be done on the larger and more diverse sample with multiple geographic regions and adopt a longitudinal approach for a more comprehensive research needs. This will ensure helps to overcome the limitations.

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