

Linking Employee Training And Development To Enhanced Customer Satisfaction In Hotels

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Informasi Artikel	Abstract
E-ISSN : 3026-6874 Vol: 3 No : 1 Januari 2025 Halaman : 56-70	<i>This study aims to examine the relationship between employee training and development programs and customer satisfaction levels within the hospitality sector, with a particular focus on MaxOne Hotels in Makassar. Employing a mixed-methods approach, the research integrates employee surveys, customer feedback, and performance metric analysis to assess the influence of training programs on service quality and customer experiences. The findings reveal that employee training and development variables account for only 1.4% of the variance in customer satisfaction, with the remaining 98.6% influenced by other factors. Nevertheless, well-structured training program designs were shown to significantly enhance employees' critical thinking, communication, emotional regulation, and problem-solving skills. Furthermore, technology-based training demonstrates substantial potential for improving service efficiency and facilitating adaptation to operational innovations. In conclusion, while the direct impact of training on customer satisfaction is relatively minor, thoughtfully designed training programs remain essential for delivering high-quality customer experiences and sustaining competitiveness in the industry. This research offers valuable insights into strategies for optimizing training effectiveness in the hospitality sector.</i>
Keywords: Customer Satisfaction Employee Training and Development Hotel Management	

Abstrak

Penelitian ini bertujuan untuk menguji hubungan antara program pelatihan dan pengembangan karyawan dengan tingkat kepuasan pelanggan di sektor perhotelan, dengan fokus khusus pada MaxOne Hotels di Makassar. Dengan menggunakan pendekatan metode campuran, penelitian ini mengintegrasikan survei karyawan, umpan balik pelanggan, dan analisis metrik kinerja untuk menilai pengaruh program pelatihan terhadap kualitas layanan dan pengalaman pelanggan. Temuan menunjukkan bahwa variabel pelatihan dan pengembangan karyawan hanya menyumbang 1,4% dari varians dalam kepuasan pelanggan, dengan 98,6% sisanya dipengaruhi oleh faktor-faktor lain. Namun demikian, desain program pelatihan yang terstruktur dengan baik terbukti secara signifikan meningkatkan kemampuan berpikir kritis, komunikasi, pengaturan emosi, dan pemecahan masalah karyawan. Selain itu, pelatihan berbasis teknologi menunjukkan potensi yang besar untuk meningkatkan efisiensi layanan dan memfasilitasi adaptasi terhadap inovasi operasional. Kesimpulannya, meskipun dampak langsung pelatihan terhadap kepuasan pelanggan relatif kecil, program pelatihan yang dirancang dengan baik tetap penting untuk memberikan pengalaman pelanggan yang berkualitas tinggi dan mempertahankan daya saing di industri ini. Penelitian ini menawarkan wawasan yang berharga mengenai strategi untuk mengoptimalkan efektivitas pelatihan di sektor perhotelan.

Kata Kunci : Kepuasan Pelanggan, Pelatihan dan Pengembangan Karyawan, Manajemen Hotel

INTRODUCTION

The hospitality industry is a multifaceted sector encompassing a broad range of services, including accommodation, food and beverage, travel, and tourism. This industry is distinguished by its heavy reliance on human interaction and customer service, both of which are critical in creating memorable experiences for guests. In recent years, there has been a noticeable shift toward sustainability, driven by increasing consumer demand and regulatory

pressures. As a result, sustainability has emerged as a central theme in the ongoing evolution of the hospitality industry, shaping its practices and strategies for the future.

The hospitality industry is highly competitive, with customer satisfaction playing a pivotal role in maintaining success. Customer satisfaction plays a pivotal role in sustaining success within the hospitality industry. It serves as a critical determinant of customer loyalty, which is essential for maintaining a competitive edge in a market characterized by intense rivalry and evolving consumer preferences. Research indicates that satisfied customers are more likely to return and recommend services to others, thereby enhancing an establishment's reputation and profitability (Mohammed et al., 2022). This relationship highlights the importance of understanding factors contributing to customer satisfaction, including service quality, emotional engagement, and perceived value.

Service quality is often regarded as a primary driver of customer satisfaction in the hospitality sector. High-quality service not only meets but exceeds customer expectations, leading to positive experiences that foster loyalty (Kristiawan et al., 2021). Prompt responses from customer service representatives significantly enhance customer satisfaction, while trust serves as a critical factor in fostering positive customer experiences. High-quality service is demonstrated through effective management of complaints and issues, where resolving negative situations positively contributes to increased customer satisfaction and loyalty (Widarso & Krisprimandoyo, 2023). For example, studies have demonstrated that dimensions of service quality such as reliability, responsiveness, and assurance significantly influence customer satisfaction levels (Saporna & Claveria, 2019). Furthermore, the emotional connection customers develop with a brand enhances their overall satisfaction and loyalty, as emotional value has been found to mediate the relationship between service quality and customer loyalty (Mohammed et al., 2022).

Moreover, the role of customer satisfaction extends beyond immediate financial returns; it also contributes to long-term brand equity and market performance. Satisfied customers are more likely to engage in positive word-of-mouth, which is invaluable in the hospitality industry, where personal recommendations can significantly impact consumer choices (Fitria & Yuliati, 2020). This is particularly relevant in the context of online reviews and social media, where customer experiences can be shared widely, influencing potential customers' perceptions and decisions (Naby & Wael, 2024). In addition to service quality, the integration of customer feedback mechanisms is crucial for enhancing satisfaction levels. Establishments that actively solicit and respond to customer feedback demonstrate a commitment to continuous improvement, further strengthening customer loyalty (Muneeb et al., 2019). This proactive approach not only addresses immediate concerns but also fosters a sense of trust and engagement among customers, reinforcing their loyalty to the brand (Nobilo, 2023).

Organizations should prioritize investing in training programs to enhance employee retention over the long term while simultaneously improving overall performance and productivity (Hendriati et al., 2024). In this context, employee training and development have emerged as essential strategies for enhancing service quality, improving customer experiences, and ultimately fostering long-term customer loyalty. MAXONE Hotels in Makassar, renowned for their commitment to service excellence, have implemented various training initiatives aimed at elevating customer satisfaction. However, there is a need for a more in-depth exploration of how different types of training ranging from customer service skills to technological proficiency impact customer satisfaction both in the short and long term. This investigation could provide valuable insights into optimizing training programs to ensure sustained improvements in service delivery and customer retention.

Employee training and development is a critical strategy for enhancing service quality, improving customer experiences, and fostering long-term customer loyalty in the hospitality industry. Research demonstrates that well-trained employees exhibit higher competence, engagement, and the ability to deliver superior service, which correlates directly with increased customer satisfaction and loyalty.

Training programs within the hospitality sector emphasize both technical and soft skills, which are vital for effective customer interactions. For instance, training that incorporates elements of social competence, such as warmth and interpersonal skills, strengthens customer relationships (Orlowski et al., 2020). This dual focus equips employees to efficiently fulfill their duties while enhancing their personal engagement with customers, thereby enriching the overall customer experience (Casal et al., 2019).

The positive correlation between employee training and customer satisfaction is well-established. Studies show that service-focused training significantly improves service quality in hotels, leading to enhanced employee attitudes and increased customer satisfaction (Yusuf et al., 2021). When employees are confident in their skills due to comprehensive training, they are more likely to deliver high-quality service, which is a key driver of customer loyalty.

Beyond service quality, training and development initiatives also play a crucial role in enhancing employee engagement and retention. Employees who participate in ongoing training feel more valued and are more committed to their organization, resulting in improved service delivery (Casal et al., 2019). This commitment fosters a positive service climate, which enhances customer experiences and loyalty. Moreover, training programs that empower employees through involvement in decision-making processes lead to greater affective commitment, further improving service quality and customer satisfaction (Casal et al., 2019).

Furthermore, training in handling customer complaints and service failures significantly improves service recovery efforts, ultimately boosting customer satisfaction even in adverse situations (Huang et al., 2020). By equipping employees with the skills to manage difficult interactions, organizations can mitigate the negative effects of service failures and sustain customer loyalty.

Previous research conducted by Nursaumi et al. (2022) demonstrates that training and career development exert a positive and significant influence on employee productivity at Santika Hotel Sukabumi. The findings, based on multiple linear regression analysis and t-test results, indicate that both training and career development variables significantly contribute to enhancing work productivity. The correlation coefficient in this study was found to be 0.715, highlighting a strong relationship between training, career development, and work productivity. These results underscore the importance of implementing effective training and career development programs as a strategic approach to improve employee performance and overall organizational productivity.

Previous research conducted by Maulana (2022) also reveals that the majority of employees (85%) view training and development as an opportunity to enhance the skills and knowledge required for both routine tasks and future responsibilities. Furthermore, the study found that a significant proportion of employees (88%) had participated in training and successfully applied the acquired knowledge to their daily work. However, some employees expressed concerns that certain training programs were occasionally perceived as unengaging and lacked proper planning. These findings suggest that while training and development are generally regarded as beneficial, there is room for improvement in terms of content delivery and program design to ensure that the training remains effective and engaging for participants.

Despite the implementation of various training programs, there are research gaps in the current body of research that demand further exploration. Much of the existing literature centers on the immediate outcomes of training, leaving the long-term effects on customer satisfaction insufficiently examined. It is essential to determine whether the positive impacts of training are sustainable over time, as this would justify continued investment in such programs. Additionally, there is a significant lack of research on how cultural differences among employees influence the effectiveness of training, particularly within multinational and multicultural contexts. Addressing this research gap could lead to the development of more tailored and effective training strategies for diverse employee populations.

Moreover, as the use of digital tools becomes increasingly embedded in hotel operations, the impact of technology training on customer satisfaction remains underexplored.

Investigating this area would offer valuable insights into how employees adapt to technological innovations and how these adaptations influence service quality and customer experience. The combined effects of customer service, cultural sensitivity, and technology training on customer satisfaction also remain insufficiently studied. This gap is particularly relevant for MAXONE hotels in Makassar, where understanding the interaction between these training programs and customer satisfaction is crucial for optimizing training approaches. Filling these research gaps will provide a more comprehensive understanding of how to enhance long-term performance and customer satisfaction in the hospitality industry.

The primary objective of this study was to assess the long-term impact of various employee training programs on customer satisfaction at MAXONE Hotel in Makassar. Additionally, the study aimed to explore how cultural differences among employees influence the effectiveness of these training programs in enhancing customer satisfaction. A key focus was to investigate the specific impact of technology training on service quality and the overall customer experience in the hospitality industry. Furthermore, the research sought to provide a comprehensive analysis of the individual and combined effects of different types of customer service training, cultural sensitivity, and technology skills on customer satisfaction.

The benefit of this study lies in its contribution to understanding how targeted employee training programs can enhance service quality. By analyzing different training methods and their impact on service, hotel management can better tailor their training programs to meet customer expectations, leading to more consistent and high-quality service. Furthermore, this research explores the long-term sustainability of training's impact on employee performance and customer satisfaction. It provides valuable insights into the extent to which the benefits of training persist over time, assisting hotels in developing sustainable programs that prevent performance stagnation and maintain high service standards. Therefore, the hypothesis underlying this study can be briefly described as follows:

H1: Employee training and development has a significant positive impact on customer satisfaction in hotels.

H2: Employee training programmes significantly improve employee service quality, which has an impact on increasing customer satisfaction.

H3: Employee development initiatives significantly improve employees' ability to solve problems, which has an impact on increasing customer satisfaction.

H4: The relationship between employee training and customer satisfaction is mediated by employees' communication abilities and interpersonal skills.

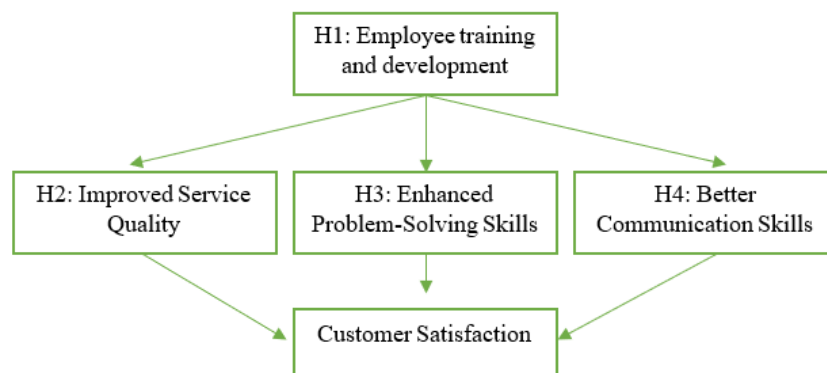


Figure 1. Diagram of Conceptual Thinking Flow

METHOD

This research aims to examine the relationship between employee training and development programs and customer satisfaction within the hospitality industry, specifically

focusing on hotels. A mixed methods approach, integrating both quantitative and qualitative techniques, will be employed to ensure a comprehensive analysis of how training initiatives influence employee performance and customer experience. The mixed methodology's strength lies in its ability to provide a more nuanced and thorough understanding of the research subject (Creswell & Creswell, 2018). The Nvivo application will be utilized to support thematic analysis, enabling systematic identification of patterns, themes, and relationships within the research data.

Quantitative methods analysed using SPSS will include a structured survey, employing Likert scale questions, distributed to hotel employees to assess perceptions of training effectiveness and its impact on job performance. Customer satisfaction data will be collected via surveys and online reviews to evaluate the effect of training on service quality, while employee performance metrics such as service speed, customer ratings, and productivity will be analyzed to determine the correlation between training programs and key performance indicators (KPIs) related to customer satisfaction.

Qualitative methods will involve in-depth, semi-structured interviews with hotel managers, trainers, and employees to explore the effectiveness of training programs. Case studies of hotels with successful training implementations will provide contextual insights into the content and outcomes of these programs.

Data collection will include an online survey of 20 respondents through platforms like Google Forms, analysis of customer feedback from TripAdvisor and Google Reviews, interviews lasting 30-60 minutes with hotel managers, trainers, and employees, site visits, observations, and document reviews. Performance metrics will be obtained from hotel management systems for further analysis.

Data analysis will involve descriptive statistics, Pearson correlation, and multiple regression analysis for the quantitative data, while qualitative data will be processed using thematic and content analysis, comparing actual training outcomes with desired goals. A comparative case study approach will be used to examine the results across different hotel branches, identifying key success factors and challenges.

This mixed methods approach offers a comprehensive framework for linking employee training and development to enhanced customer satisfaction in the hospitality sector, combining robust quantitative measures with in-depth qualitative insights.

RESULTS AND DISCUSSION

MaxOne Hotels represents a rapidly expanding hotel chain in Indonesia, distinguished by its budget-friendly hospitality concept. Established in 2011 under the management of Milestone Pacific Hotel Group, the chain operates 17 properties across various cities. Milestone Pacific Hotel Group also oversees other hotel brands, including Nite & Day Hotels and Marc Hotels. In 2023, MaxOne Hotels was acquired by the Artotel Group, positioning it as part of Indonesia's third-largest hospitality conglomerate, following Archipelago and Accor. The MaxOne Hotels network spans key cities across Indonesia, such as Jakarta, Bali, Surabaya, and Makassar, with strategically selected locations designed to offer convenient access to city centers, tourist attractions, and business hubs. The hotel primarily targets a market segment consisting of domestic tourists, business travelers, and families seeking affordable yet comfortable accommodations with comprehensive amenities. MaxOne Hotels also focuses on attracting millennial customers, emphasizing style, experiential stays, and the integration of technology-based services to enhance the guest experience.

Customer experience and satisfaction play a pivotal role in determining the success of businesses in the hospitality sector, as they significantly impact both customer loyalty and overall profitability. Additionally, service accessibility and the quality of employee-customer interactions are key contributors to customer satisfaction. This study will explore the relationship between employee training and development and its influence on enhancing customer satisfaction at MaxOne Hotel.

Validity Test

The validity test serves to ensure that research instruments, such as questionnaires or tests, are able to capture the constructs to be measured appropriately. According to Creswell, validity is a measure that shows the level of accuracy of the research instrument in revealing the variables under study (Creswell & Creswell, 2018).

Table 1
Training Programme (X1)

No.	R count	R table	Description
1	0.756	0.2586	Valid
2	0.678	0.2586	Valid
3	0.767	0.2586	Valid
4	0.852	0.2586	Valid
5	0.848	0.2586	Valid
6	0.848	0.2586	Valid
7	0.817	0.2586	Valid
8	0.784	0.2586	Valid
9	0.841	0.2586	Valid
10	0.814	0.2586	Valid
11	0.824	0.2586	Valid
12	0.822	0.2586	Valid
13	0.844	0.2586	Valid
14	0.858	0.2586	Valid
15	0.812	0.2586	Valid

Table 2
Development Programme (X2)

No.	R count	R table	Description
1	0.782	0.2586	Valid
2	0.680	0.2586	Valid
3	0.802	0.2586	Valid
4	0.827	0.2586	Valid
5	0.818	0.2586	Valid
6	0.802	0.2586	Valid
7	0.852	0.2586	Valid
8	0.879	0.2586	Valid
9	0.836	0.2586	Valid
10	0.845	0.2586	Valid
11	0.833	0.2586	Valid
12	0.804	0.2586	Valid
13	0.894	0.2586	Valid
14	0.810	0.2586	Valid
15	0.840	0.2586	Valid

Table 3

Customer Satisfaction (Y)

No.	R count	R table	Description
1	0.693	0.2586	Valid
2	0.707	0.2586	Valid
3	0.860	0.2586	Valid
4	0.825	0.2586	Valid
5	0.807	0.2586	Valid
6	0.784	0.2586	Valid
7	0.790	0.2586	Valid
8	0.807	0.2586	Valid
9	0.800	0.2586	Valid
10	0.697	0.2586	Valid

The calculated R values for the Training Programme variable range between 0.678 and 0.858, all surpassing the R table threshold of 0.2586. Consequently, all statement items associated with this variable are deemed valid.

The calculated R values for the Development Programme variable vary from 0.680 to 0.894, consistently surpassing the R table value of 0.2586. These findings affirm the validity of all statement items under this variable.

The calculated R values for the Customer Satisfaction variable span from 0.693 to 0.860, exceeding the R table value of 0.2586. This result confirms the validity of all statement items within this variable.

Reliability Test

Reliability testing in quantitative research is a process to measure the consistency and reliability of instruments used in data collection. According to Creswell, reliability reflects the extent to which a measuring instrument can provide the same results when used repeatedly on the same object (Creswell & Creswell, 2018).

Table 4
Reliability Test

Variable	Cronbach Alpha	R table	Description
Training Programme (X1)	0.962	0,60	Reliable
Development Programme (X2)	0.965	0.60	Reliable
Customer Satisfaction (Y)	0.927	0.60	Reliable

The reliability test results provide the following insights:

Training Programme (X1): The Cronbach's Alpha coefficient for this variable is 0.962, which is well above the minimum standard of 0.60. This demonstrates that the instrument possesses a high level of reliability.

Development Programme (X2): The Cronbach's Alpha coefficient for this variable is 0.965, surpassing 0.90, a benchmark indicative of very high reliability. This confirms that the instrument is highly reliable.

Customer Satisfaction (Y): The Cronbach's Alpha coefficient for this variable is 0.927, significantly exceeding the minimum threshold of 0.60. This indicates that the instrument is reliable.

Interpretation: The Cronbach's Alpha values for all variables Customer Satisfaction (Y), Training Programme (X1), and Development Programme (X2) indicate excellent reliability, as each exceeds 0.90. The high internal consistency observed suggests that all items within each variable cohesively contribute to measuring their respective constructs. Therefore, the instrument is suitable for use in subsequent research to assess these variables.

Normality Test

Normality testing in quantitative research is a process used to determine whether the data that has been collected follows a normal distribution. According to Creswell, this test is important because many statistical analysis methods, such as regression analysis and the t-test, require the data to be normally distributed in order for the results of the analysis to be reliable (Creswell & Creswell, 2018).

Table 5
Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,97584303
Most Extreme Differences	Absolute	,177
	Positive	,120
	Negative	-,177
Test Statistic		,177
Asymp. Sig. (2-tailed)		,000 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Results of the One-Sample Kolmogorov-Smirnov Test: The analysis yielded a mean residual of 0.000 and a standard deviation of 3.97584303, with a test statistic of 0.177. The significance value (Asymp. Sig.) was determined to be 0.000.

Interpretation: The significance value of 0.000, which is less than the threshold of 0.05, indicates that the residual data does not follow a normal distribution.

Correlations Test

Creswell (2018) explains that quantitative research serves as an approach to test objective theories by exploring relationships among variables. Within this framework, a correlation test evaluates and analyzes the associations between two or more variables. The primary objective of the correlation test is to identify whether a relationship exists between specific variables and to assess the strength and direction of that relationship. This analysis employs correlation coefficients, such as Pearson's correlation coefficient, which quantifies the magnitude of the relationship between the variables.

Table 6
Correlations Test

Correlations

			Training Programme	Development Programme	Customer Satisfaction
Spearman's rho	Training Programme	Correlation Coefficient	1,000	,891**	,046
		Sig. (2-tailed)	.	,000	,733
		N	89	89	58
	Development Programme	Correlation Coefficient	,891**	1,000	,103
		Sig. (2-tailed)	,000	.	,441
		N	89	89	58
	Customer Satisfaction	Correlation Coefficient	,046	,103	1,000
		Sig. (2-tailed)	,733	,441	.
		N	58	58	58

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

Correlation Among Variables:

Training Programme (X1) and Development Programme (X2): The correlation coefficient of 0.891, coupled with a p-value of 0.000 (<0.01), reveals a highly significant and robust association between training programmes and development programmes. This indicates a strong interconnection, suggesting that these programmes are closely aligned in their implementation or objectives.

Training Programme (X1) and Customer Satisfaction (Y): The correlation coefficient of 0.046 and a p-value of 0.733 (>0.05) indicate a very weak and statistically insignificant relationship. This finding suggests that training programmes exhibit no meaningful association with customer satisfaction within the context of this data.

Development Programme (X2) and Customer Satisfaction (Y): With a correlation coefficient of 0.103 and a p-value of 0.441 (>0.05), the relationship between development programmes and customer satisfaction is weak and lacks statistical significance. This outcome implies that development programmes do not demonstrate a direct impact on customer satisfaction.

General Interpretation: The strong correlation observed between the independent variables (X1 and X2) suggests potential collinearity, which is anticipated when the programmes complement each other or share similar organisational goals. Conversely, the weak and insignificant relationships between the independent variables (X1 and X2) and the dependent variable (Y) imply that neither training nor development programmes directly influence customer satisfaction within this analytical

Multicollinearity Test

The multicollinearity test is a statistical procedure employed in regression analysis to detect the existence of strong linear relationships among two or more independent variables. Creswell emphasizes the significance of this test in quantitative research, as multicollinearity can compromise the validity of the constructed regression model (Creswell & Creswell, 2018) framework.

Table 7
Multicollinearity Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	40,723	5,797		7,025	,000		
Development Programme	-,066	,203	-,111	-,325	,747	,153	6,547
Customer Satisfaction	,134	,219	,210	,614	,542	,153	6,547

a. Dependent Variable: Customer Satisfaction

The multicollinearity test is a statistical procedure employed in regression analysis to detect the existence of strong linear relationships among two or more independent variables. Creswell emphasizes the significance of this test in quantitative research, as multicollinearity can compromise the validity of the constructed regression model.

Hypothesis Test

Creswell (2018) highlights that hypothesis testing constitutes a critical component of quantitative research. In this process, researchers establish a null hypothesis (H0) and an alternative hypothesis (H1). The null hypothesis typically asserts the absence of any effect or relationship between the variables under investigation, whereas the alternative hypothesis posits the presence of such an effect or relationship.

Table 8
Hypothesis Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,116 ^a	,014	-,022	4,047

a. Predictors: (Constant), Development Programme, Training Programme

The analysis indicates that the Training Programme (X1) and Development Programme (X2) variables collectively account for 1.4% of the variance in the Customer Satisfaction variable (Y). The remaining 98.6% of the variance is attributed to factors beyond the scope of the regression model.

Multiple Linear Regression Test

The Multiple Linear Regression Test is a statistical method commonly applied in quantitative research to examine the relationship between a single dependent variable and multiple independent variables. According to John W. Creswell, this technique is utilized not only to test theoretical frameworks by analyzing the relationships among variables but also to predict the behavior of the dependent variable based on variations in the independent variables (Creswell & Creswell, 2018).

Table 9

Multiple Linear Regression Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40,723	5,797		7,025	,000
Development Programme	-,066	,203	-,111	-,325	,747
Customer Satisfaction	,134	,219	,210	,614	,542

a. Dependent Variable: Impact of Satisfaction

The multiple linear regression model derived is expressed as follows:
 $Y = 40.723 - 0.066X_1 + 0.134X_2$

Constant (40.723): When the values of the Training Programme (X₁) and Development Programme (X₂) variables are both zero, the predicted value of Customer Satisfaction (Y) is 40.723.

Coefficient of X₁ (-0.066): A one-unit increase in the Training Programme variable is predicted to reduce Customer Satisfaction by 0.066, assuming all other variables remain constant.

Coefficient of X₂ (0.134): A one-unit increase in the Development Programme variable is predicted to enhance Customer Satisfaction by 0.134, assuming all other variables remain constant.

F Test (Simultaneous)

The F test, commonly referred to as the simultaneous test, is a statistical technique employed in quantitative research to evaluate whether all independent variables collectively exert a significant impact on the dependent variable (Creswell & Creswell, 2018).

Table 10
F Test (Simultaneous)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,379	2	6,189	,378	,687 ^b
Residual	901,018	55	16,382		
Total	913,397	57			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Development Programme, Training Programme

Simultaneous Significance: The result, where the F count is less than the F table and the Sig. value exceeds 0.05, indicates that the independent variables, namely the Training Programme (X₁) and the Development Programme (X₂), do not have a significant simultaneous influence on the dependent variable, Customer Satisfaction (Y). Consequently, the hypothesis (H₁), which posits that "Employee training and development have a significant positive impact on customer satisfaction," cannot be supported in the context of simultaneous testing.

Implications for H₂ and H₃: This finding implies that, when tested simultaneously, the Training and Development Programmes do not adequately account for the variability in Customer Satisfaction. However, further analysis using partial tests (T-test) is recommended to examine the individual contributions of each independent variable.

Research Context: With an R Square value of 0.014 (1.4%), the Training and Development Programmes collectively explain only 1.4% of the variation in Customer Satisfaction (Y). The remaining 98.6% of the variation is attributed to factors outside the scope of this regression model.

T Test (Partial)

The T test (Partial) is a statistical technique utilized in quantitative research to assess the individual impact of each independent variable on the dependent variable. Creswell (2018) emphasizes that quantitative research involves the collection and analysis of numerical data to examine relationships among variables and validate theoretical frameworks.

Table 11
T Test (Partial)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	40,723	5,797		7,025	,000
Training Programme	-,066	,203	-,111	-,325	,747
Development Programme	,134	,219	,210	,614	,542

a. Dependent Variable: Customer Satisfaction

The Training Programme variable (X1) does not exert a significant partial influence on Customer Satisfaction (Y), as evidenced by the t-value being less than the t-table and a significance value exceeding 0.05. Consequently, hypothesis H2 is rejected. Similarly, the Development Programme variable (X2) also fails to demonstrate a significant partial effect on Customer Satisfaction (Y), as indicated by the t-value being less than the t-table and a significance value greater than 0.05. As a result, hypothesis H3 is also rejected.

Aspects for improvement in employee training and development programmes

Enhancing employee training and development programs plays a critical role in improving workforce performance and achieving organizational success. Ramadhani and Pratama (2023) assert that training initiatives must be tailored to address the specific requirements of both employees and the organization, thereby optimizing the overall effectiveness of the training efforts. The participants offered multiple recommendations to enhance the employee training and development program at Maxone Hotel Makassar.

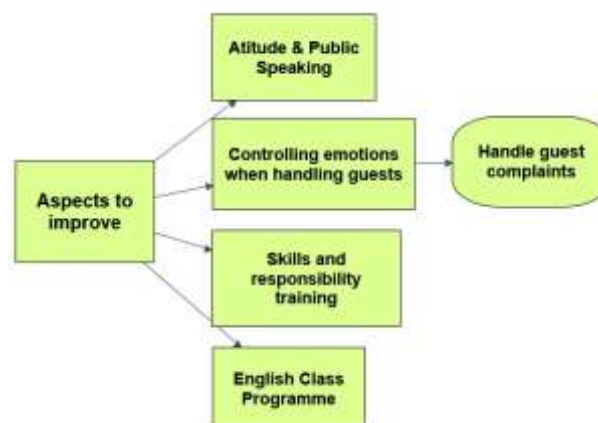


Figure 2. Diagram of Aspects that need improvement

The diagram highlights essential areas for improvement in the hotel's employee training program, emphasizing the need to enhance employees' ability to manage guest complaints and provide high-quality service. Training in attitude and public speaking plays a vital role in fostering professionalism and effective communication. A positive attitude helps create a

welcoming environment, while strong public speaking skills enable employees to convey information clearly and confidently, particularly when addressing guest concerns or inquiries.

The ability to control emotions when handling guests is another critical area of improvement. Emotional regulation allows employees to remain calm, composed, and solution-focused when addressing complaints, which directly contributes to successful issue resolution and reinforces guest trust in the hotel's services. Additionally, training focused on skills development and fostering responsibility ensures that employees meet high service standards. Enhancing technical competencies and instilling a sense of accountability enables employees to perform their tasks efficiently and with a commitment to quality, which positively impacts guest satisfaction.

Communication is fundamental to human interaction, impacting all aspects of life and forming the basis for social relationships and networks (Lisdiantini et al., 2024). Providing English language training further strengthens employees' communication capabilities, particularly when interacting with international guests. This training ensures clear and professional communication, helping guests feel understood and valued regardless of language barriers.

By addressing these key aspects, the hotel's employee training program can significantly enhance staff effectiveness in managing guest complaints and delivering exceptional service. Equipping employees with skills in attitude, emotional control, technical proficiency, and language ensures they can handle diverse situations with professionalism and confidence. These improvements not only elevate the guest experience but also strengthen the hotel's reputation and competitive position in the hospitality sector.

To sustain these benefits, the hotel should integrate these focus areas into its training initiatives and regularly evaluate their effectiveness. Aligning training programs with guest expectations and industry standards will ensure continuous growth in employee capabilities and service excellence.

CONCLUSION

This study underscores the critical role of employee training and development in enhancing service quality and customer satisfaction within the hospitality industry. An analysis of quantitative and qualitative data from multiple MaxOne Hotel branches in Indonesia reveals that employee training contributes minimally to variations in customer satisfaction, accounting for only 1.4%. Nonetheless, the findings affirm that a well-designed training program is vital for enhancing employees' critical thinking, communication, emotional regulation, and problem-solving capabilities. Technology-driven training further demonstrates significant potential to boost service efficiency and adaptability to operational innovations.

The research also identifies key challenges, including resistance to change and the necessity for continuous assessment of training programs to align with the evolving needs of customers. Long-term investment in comprehensive and holistic training initiatives emerges as a crucial strategy for fostering customer loyalty, strengthening relationships, and sustaining competitiveness in a dynamic market environment. In conclusion, while the direct impact of training on customer satisfaction may be limited, training programs that are thoughtfully designed and tailored to customer needs remain indispensable for delivering high-quality customer experiences and bolstering competitive advantage in the hospitality sector. This study contributes valuable insights into optimal strategies for enhancing the effectiveness of training initiatives in this industry.

SUGGESTIONS

Based on the findings, several recommendations can enhance the effectiveness of employee training and development programmes in the hospitality industry. Training programmes should prioritize the development of communication skills, emotional regulation, and professional conduct to enable employees to handle guest complaints more effectively.

Incorporating language training, particularly English, can further improve communication with international guests and enhance global competitiveness.

Expanding technology-focused training is also essential to improve service efficiency and employee adaptability to operational innovations. Such training can streamline workflows and elevate service quality. Additionally, programmes should focus on fostering critical thinking and problem-solving skills to equip employees with the ability to address complex situations and deliver satisfactory solutions for guests.

Regular evaluations of training programme effectiveness, using employee and customer feedback, are necessary to ensure alignment with evolving industry trends and customer expectations. This feedback should guide the periodic updating of training materials to maintain relevance.

Finally, training initiatives should aim to foster employee loyalty and engagement by not only enhancing job-related skills but also encouraging emotional investment in the organisation. Involving employees in decision-making processes related to customer service can further strengthen their commitment and engagement. These recommendations collectively support the continuous improvement of training programmes to meet industry demands and improve customer experiences.

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