



Training and Development as a Strategic HR Tool in the Hospitality Industry: Evidence from Qatar

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Abstract - Employee competence, behaviour, and service delivery are vital determinants of the organisational success of the hospitality industry, as it is highly service-based. In this regard, training and development are primarily viewed as imperative human resource factors in improving employee performance, motivation, and the quality of the service offered. This paper is a research on the role and efficiency of training and development practices in the hotel business in Qatar, with special focus on employee development, satisfaction, and perceived performance. The study selects secondary data as a quantitative method of research, critically examining empirical evidence achieved by using a structured questionnaire to respondents who are a sample of employees and managers employed in four and five-star international and local hotels based in Doha. The results show that training is a compulsory and institutionalized process in the sampled hotels, particularly in the initial phases of employment. Training is usually perceived by the employees as relevant, especially in enhancing motivation, job performance, and self-confidence. There is, however, an observed difference in training exposure among job positions whereby more development opportunity is given to senior employees compared to the frontline and middle-line employees. Although the general response about the training programs is quite satisfactory, the respondents point to the repetitive qualification and the excessive emphasis on theory and time constraints that disrupt the normal course of business. Limitations in the evaluation practice of training also emerge in the study, which are mostly based on employee satisfaction instead of quantifiable performance results. These results imply that even though training is considered to be worthwhile, the strategic potential is not met. It concludes that training and development ought to be viewed as a long-term investment in human capital, not a cost, and suggests an increased number of more role-specific, practical, and systematically tested training programs to improve the quality of service and organizational competitiveness in the hospitality industry of Qatar.

Keywords: Training and Development, Hospitality, Employee Performance, HRM

1. Introduction

The hospitality industry essentially constitutes an industry of

service based on the provision of services through employees, customer satisfaction, organizational reputation, and competitiveness are also directly related to employee performance in the long-term perspective. Frontline employees have significant value in the hotel industry due to their skills, attitudes, and behaviors, which impact the quality of service and the overall guest experience throughout their interactions. (Awolusi & Jayakody, 2021). Training and development have always been considered key human resource practices that help employees to deliver service standards, keep abreast with the needs of operation, and address customer expectations adequately. (Al-Sulaiti, 2021). In rapidly developing hospitality markets where international hotel brands coexist with domestic ones, as is the case in Qatar, the significance of systematic training is further exacerbated by the high standards of service, the cultural diversity of the workforce, and increasing competition (Awolusi & Jayakody, 2021).

Qatar has experienced massive growth in the hospitality industry, nurtured by economic growth, internationalization, and the organization of international events. This expansion has led to a sharp rise in the development of four- and five-star hotels, where the industry has a high demand for competent and service-oriented employees. (Al-Sulaiti, 2021). But with this growth has come some critical issues of workforce preparedness, uniformity in service delivery, and retention of the workforce. (El Mahdy, 2022). Although most international hotel chains have systematic training and development systems accompanied by learning and development departments, most of the local hotels have informal, need-based, or minimal training systems. This disparate application to training systems makes the human resource development in the sector a subject of concern in terms of its effectiveness in the long run. (El Mahdy, 2022).

The issue becomes more pronounced when economic pressure is present, as companies tend to reduce training budgets to keep costs down and improve financial performance in the short term. Training and development are often treated as a luxury and not a strategic outlay when this situation arises (Hassanein & Özgit, 2022). This strategy does not consider the long-term effects of poor training, such as poor quality of the provided services, demotivation of employees, low turnover, and poor

organizational performance (Mekdad, Jayasuria, & Hossin, 2024). In a service-driven business, the process of diminishing the training activities can invalidate the premises upon which hotels reach their competitive edge and differentiation (Hassanein & Özgit, 2022). Although there is a general recognition of the significance of training, a disconnect remains between what is said and what is being done in terms of training, both in organizations and in specific training initiatives, such as those in hotels that are resource-limited or those with local management (Mekdad et al., 2024).

The necessity to engage in a critical analysis of the training and development practices deployed in the hotel industry of Qatar and the need to estimate the role of training and development in employee growth and organizational performance create the rationale behind the study. Although training may be advocated as part of increasing productivity and the standard of service delivery, its actual implementation is determined by its quality in terms of planning, execution, assessment, and alignment with organizational objectives. Further, challenges unique to the hospitality industry include high staff turnover, seasonal workforce, demographic profiles of the workforce, and limited time usage due to the operations being based on a shift basis. These aspects make it difficult to create and implement effective training programs and raise serious concerns about the viability of these products and their perceived worth by employees.

The perception of employees about the training is of interest as the training results have a close interrelation with motivation, job satisfaction, and performance. (Mekdad et al., 2024). The relevance, well-structured, and supportive of career development make the employees feel that training will be useful when applied in the workplace, and these employees will probably stick with the organization. On the other hand, ineffective or inconsistently programmed training can be ineffective in producing any substantive change in behavior and can also lead to dissatisfaction and apathy. This research, therefore, attempts to go beyond such an assumption that training inevitably results in better performance and goes further to analyze how the practices of training can work in actual organizational contexts in the Qatari hospitality sector. (Al-Sulaiti, 2021).

The research project is also timely, based on the technological advancements that change the way learning and development are conducted in hospitality organizations. Though the traditional way of training is still dominant, the new techniques of training like mobile learning, digital, and technology-assisted simulation are also becoming an alternative that can make the form of learning more flexible and efficient (Al-Sulaiti, 2021). There is, however, a wide difference in the levels

to which such innovations are embraced and incorporated into the existing training systems in organizations (Mekdad et al., 2024). An assessment of the existing training practices will give an idea of whether hotels are ready to respond to the changing learning requirements and emerging service requirements. It is against this backdrop that the primary objective of the research is to determine the role and effectiveness of training and development practices within the hotel sector in Qatar, with particular reference to the ability of the practices in employee development and performance (Mekdad et al., 2024). The research is aimed at investigating the character of existing training programs, employee satisfaction with the training programs, and determining differences in training practices employed in the international hotel chains as compared to the local hotels (Aldehaim, Aldhuhoori, Hasabelnabi, & Alsereidi, 2024). It will also seek to discuss the analysis of training evaluation and the attitude to whether training evaluation is an ongoing strategic effort and not an organizational event.

The study, through its emphasis on employee views and organizational activities, gives both useful information to managers and human resource experts in the hotel sector who might be interested in reinforcing training systems due to diminished operation and monetary constraints. (Aldehaim et al., 2024). The results are projected to add to the further comprehension of how training and development could be utilized as strategic resources to enhance the quality of services, the level of employee engagement, and the maintenance of the competitive advantage in the hospitality sector. (Al Jahwari, 2021). The research also highlights the necessity of considering training not as a cost that should be reduced, but as a human capital investment that would sponsor the growth of individual employees and the success of companies.

1.1 Research Question

What are the impacts of training and development practices in the hotel industry in Qatar on employee development, their satisfaction, and their perceived performance in international and local hotels?

2. Literature Review

2.1 Human Resource Management in the Hospitality Industry

The human resource management in the hospitality industry is central, given the fact that service provision in the industry requires human interaction, in contrast to having physical products (Awolusi & Jayakody, 2021). Hotels are in an environment where the behavior of employees, attitude, and



responsiveness have a direct impact on customer satisfaction and organizational image (Obeidat, Abdalla, & Al Bakri, 2023). Hospitality organizations do not allow decoupling the quality-of-service provision and employee service, unlike in manufacturing industries, and HRM as a strategic functional area. Proper HRM can guarantee that the appropriate employees are hired, developed, encouraged, and maintained in an industry that is characterized by great labor intensity and a high turnover of labor (Awolusi & Jayakody, 2021). HRM in hospitality is usually at a structural disadvantage, especially in developing markets. In most hotels, the focus on operational efficiency at the cost of systematic people management is prominent, which results in limited HR practices (Obeidat et al., 2023). Recruitment is often motivated by short-term requirements to fill jobs as opposed to long-term planning of the workforce, whereas performance management systems are inadequate or applied inconsistently (Qadri et al., 2022).

2.2 Concept and Importance of Training and Development

It is well known that training and development are important aspects of proper management of human resources especially in service-oriented sectors like the hospitality industry (Mohamed, Disli, Al-Sada, & Koç, 2022). Training is specific and involves an enhancement of the job-related skills and knowledge of employees, whereas development is general and oriented toward the development of individuals and their careers over a long period of time. (Hazaimeh, Elbanna, & Fatima, 2023). The combination of them helps employees to address the existing job demands and to be prepared for the future organizational challenges. Hotels have employees who are in direct contact with customers, and therefore any small skills gap will translate to service breakdown, as well as damaged reputation. (Mohamed et al., 2022). Training is a commonly discussed operational tool, not as a part of strategy investment, even though it may be a very important tool. (Hazaimeh et al., 2023). Most organizations give training either when they have performance issues or when the organization is introducing new systems. (Maharmeh, 2021). This reactive method ensures that training is limited only in terms of the long-term effects, but does not tackle more challenging problems like the motivation of employees and their careers. (Maharmeh, 2021). Training and development are also essential stimuli of commitment and satisfaction of the employees. Meaningful training gives employees confidence, motivates them, and increases their chances of staying with the organization. (Orkodashvili, 2023). Lack of training promotes job stress, dissatisfaction, and turnover. It is not just the content that makes training effective, but how it is incorporated into the overall strategy of HR.

2.3 Training Design and Methods in Hotels

Training programs would greatly determine the effectiveness of the training programs in the hospitality industry (Orkodashvili, 2023). The design of training starts with the creation of gaps in skills and mapping training objectives with job requirements. Hotels normally combine on-the-job and off-the-job training techniques, each having its own advantages and disadvantages. There is a tendency to either ignore them or carry out training needs assessment results in programmes that fail to bridge real performance gaps. Training approaches are often chosen based on convenience rather than efficiency. The employees can be expected to learn through observation of the senior staff who might not be that well-trained or have the potential to impart the wrong practices and reduce the consistency in learning (Mehat, Kadir, & Azmi).

The literature highlights the development of balanced and flexible training strategies that address diversity amongst the employees, limited time, and work demands. New methods, including blended learning and technology-based training, provide an opportunity to enhance assumptions and interactions. Effective training programs are those that combine practical education with well-defined goals, systematic instructions, and institutional support in a way that facilitates learning and enhances job performance.

2.4 Evaluation of Training Effectiveness

One of the most difficult things in training management of a hospitality organization is the assessment of training effectiveness. When most hotels devote both time and resources to training activities, it is not the organizations that are methodical in evaluating whether the training activities produce any significant changes in performance. (Mukhalalati et al., 2022). Training evaluation practices often prioritize evaluating participant satisfaction over analyzing behavior change or organizational outcomes. This minimal quest compromises the power of managers to rationalize investment in training and enhance subsequent training programs. (Al Thani, Kamri, & Abughazaleh, 2025). The challenging aspect of successful evaluation will involve a systematic procedure of putting into consideration learning outcomes, practical implementation of skills, and influence on performance. But in reality, hotels have restrictions of scarce data, time constraints, and evaluation expertise. Training effectiveness is very often presupposed but not proved. It is argued in the literature that assessment needs to be incorporated into the training process at the beginning. (Al Thani et al., 2025). Assessment of the training effect requires clear goals, measurable results, and follow-up mechanisms. The lack of assessment leads to the fact that training itself is becoming a symbolic process, not a strategic instrument. (Braikan, 2025). The systematic assessment is beneficial not only to increase the quality of its



training, but it also enhances the confidence of the management in the application of training as a long-term performance improvement strategy.

2.5 Training, Development, and Employee Performance

The training-employee performance relationship problem is one of the common topics within the literature of hospitality management. Training improves technical competence and service competence as well as the level of confidence in the workers, and this has a direct impact on service quality and customer satisfaction. (Rivaldo & Nabella, 2023). Employees with proper training are in a better position to cope with the expectations of the guests, complaints, and may adapt to the continually evolving service environments. (Bashar, Sakib, Rahman, Tabassum, & Sabah, 2024). Consequently, training will lead to the individual's effectiveness as well as organisational performance. Most of the training at the workplace relies on various issues, such as support by the management, organizational culture, and availability of programs to use the newly acquired skills. Employees might find it difficult to apply what they have learned in environments where tasks are heavy, and they are not supervised much. This minimizes the results of training in the long run and may cause frustration in employees. (Bashar et al., 2024). The literature has also pointed out that training has a high potential when it is a component of an integrated performance management system. With the association of appraisal, feedback, and career development training, employees tend to get in touch with the learning opportunities. Besides, when organizations invest in regular training, turnover and commitment among employees are reduced. Training, therefore, acts as a performance enhancer and a retention tool of the hospitality industry. (Rivaldo & Nabella, 2023).

3. Methodology

The research will take a secondary quantitative approach to analyze training and development practices in the hotel industry in Qatar. The study, instead of gathering new primary data, thoroughly reviews, interprets, and synthesizes quantitative results reported in the attached thesis, which was carried out on an empirical survey of employees and managers working in four and five-star hotels in Doha. The secondary quantitative method is chosen in the right way as the primary study provides constructed numerical data based on the demographics of workers, frequency of training, their level of satisfaction, and the training quality of their vision that can be subjected to objective analysis and interpretation. The secondary data sources in this research study are based on a structured questionnaire survey done to hotel employees at

international chain hotels and local hotel establishments.

The principal study design used was the quantitative one in an attempt to measure measurable concepts about training and development, including the background of the employees, the exposure to the training programs, the evaluation practices, and the total satisfaction. These variables were evaluated on the basis of closed-ended questions, which allowed the application of descriptive statistical tools like frequencies, percentages, and comparative distributions. The current study is consistent, reliable, and comparable, as it depends on such numerical findings, which will enable analyzing the training practices in the hospitality industry. The conceptual framework of the initial thesis was based on the assessment of employees employed at the operational and managerial levels in the selected Doha resorts in Qatar. The sample involved the respondents of various demographic attributes, including gender, age, work experience, job position, and employment duration. Such diversity makes the data more representative and predetermines a greater chance of a more comprehensive perception of how training practices are perceived by different categories of employees. In the current study, no adjustment of the sampling design is made, and the results are evaluated critically based on a report of the original study, with the identification of the extent and limits of the study.

The quantitative data that are analyzed in the current research address a number of important aspects of training and development. These are the accessibility of the training programs, the rates of the training sessions, the delivery procedures through which the training will be conducted, the assessment procedures, and the level of satisfaction of the employees. Special focus is given to numerical comparisons of international chains and local hotels since such comparisons indicate the presence of structural differences in training systems. In illustration, the initial results show an increased rate of training, well-held assessment systems, and the effectiveness of the institutionalization within the international hotel chains more than the local hotels. The interpretation of these numerical trends is used to determine how training practices can be effective and reliable when applied in various organizational settings. In the initial thesis, data analysis was done mainly by using descriptive statistics techniques. The results were represented in tables and charts that depict the distribution based on the demographics of the employees and training-related variables. The analytical review of these results presented in the given study pays attention to patterns and relations instead of rediscovering the original data. Using this method, one can have a critical debate regarding the level of training practices vis-à-vis employee requirements and the objective of the organization. Focusing more on statistical results, the research remains objective, and empirical results are



correlated with the overall human resource management issues.

To solve the problem of validity and reliability, the research design of the initial thesis is used, where structured questionnaires and standardized measurement methods were used. The data can also be trusted as the responses are consistent among the demographic groups and the categories of the hotels. Nevertheless, since the study is a secondary one, it also acknowledges the limitations that are inherent in the original methodology, including reliance on self-reported data and the lack of higher-order inferential statistical testing. Such restrictions are accepted to provide transparency and rigidity of methods.

The secondary quantitative method has a number of strengths to the given study. It enables easy exploitation of available empirical data and eliminates time and resource limitations that are experienced when conducting primary data. It also makes it possible to obtain a narrower concentration on actual training practices in the local and industrial setting. Simultaneously, this method would limit the research to the bounds of the available information, according to which the conclusions would be made solely on the basis of reported results, but not based on new empirical observations. On the whole, the identified methodology offers a systematic and objective model of training and development analysis in the hotel sphere in Qatar. The study provides methodological consistency and empirical support by attentively examining quantitative reports of the attached thesis, as it provides valuable information on the significance of training on employee development and organizational performance.

4. Results

4.1 Professional and Demographic Information of the employees.

A complete response rate was attained as all respondents responded to the survey and gave all the required information. The gender stratification indicates a high level of male domination, 21 male respondents and four female respondents. The male employees were mainly in the food and beverage department, and the female employees were in the sales, reservations, and reception departments. Such distribution is a reflection of how hotel departments are organized as there are still roles that are gender-disproportional because of workload and personnel distribution.

The age structure reveals that the population of employees is dominated by the young. The number of respondents who were aged between 18-25 years was eighteen, and the rest of the respondents were in the 26-35 years of age bracket that

consisted of seven respondents. There were no respondents at the age of 36-45 and above 45 age groups. This underscores the fact that hotel employees are highly characterized by young workers who are more flexible to the dynamic nature of services provided. The data of the work experience also supports this observation as 15 respondents said that they had 0-2 experience, five respondents claimed to have 2-5 years experience, three respondents claimed to have 5-10 experience and two respondents experienced more than 10 years of experience. This is due to the large percentage of workers of low experience, which shows the necessity of active training to help in skills acquisition and service quality.

No. of years of Work Experience	Cross Tabulation						
	Count	Positions					
		Director	Manager	Assistant	Chef	Supervisor	Mid- Level Staff
			Manager				Total
0-2 years	11				2	2	15
2-5 years		1	1	1	2		5
5-10 years		1		1		1	3
> 10 years		1				1	2
Total	11	3	2	3	4	2	25

Table 1 Cross Tabulation

As per job positions, the highest number of respondents were found to be at the level of director (11 respondents), then there were supervisors (4 respondents), managers (3 respondents), assistant managers (2 respondents), chefs (3 respondents), and mid-level employees (2 respondents). The cross-tabulation on job position and length of employment reveals that employees who had a longer tenure tended to hold a higher job position, and employees in the middle were more likely to have shorter working experience. The majority of the respondents were employees who had been working for over 2 years and had undergone more training programs than less employed workers.

4.2 Exposure and Frequency of Training

The 25 respondents all said that they had training prior to beginning their job duties, and this indicates that pre-employment training is a normal practice in the hotels under research. The materials of the training involved the general orientation of the hotel, standards in customer service, use of the computer system, and departmental specifications. Based on the findings, the training of new employees is usually

structured on a weekly basis, provided there is a group of new employees, so that the hotel can easily control the cost of training and, at the same time, guarantee basic operational preparedness.



Figure 1 Evaluation of Training

When it comes to frequency of training, the findings indicate that two of the respondents were trained on a daily basis, and the remaining 23 respondents cited their weekly training to be 4 times a year. This implies that the majority of training practices are quarterly based as opposed to daily training. However, in spite of the relatively regular scheduling, it was found that training sessions would take a major time dedication in terms of working hours, sometimes reaching overtime.

The findings also show that attendance at the training is compulsory and training sessions are not led to be applied by the employees separately. The training programs will all take place at the hotel, with the resources of the hotel being used, which include training rooms and operational departments. The strategy represents the focus of the hotel on internal capacity building and cost effectiveness. The compulsory aspect of training depicts high levels of management expectations in relation to employee growth, whereas the in-house facilities are only used, indicating a homogenized nature of training facilities in individual departments.

4.3 Assessment and Post-training Perceived Significance

The assessment of the standalone first-time training program showed more or less favorable views of the employees. Only ten respondents found the initial training that they attended to be important, eight respondents found it necessary, and seven respondents perceived it to be a routine activity. There were no participants who stated that training was not important. These findings show that most of the employees knew the importance of first-level training in orienting them to the workplace environment and the company standards.

	Most Important	2nd	3rd	4th	5th	6th	7th	8th	9th
Motivates employees and helps them perform better	12	5	3	2	1	1	1	0	0
Encourages self development & self-confidence	2	7	10	1	1	1	1	2	0
Management team can evaluate employees performance	8	9	1	1	2	1	1	1	1
Sustains a positive attitude towards customer service	3	2	5	8	1	2	2	1	1
Improves communication between management and	4	6	3	8	1	1	2	0	0
Reduces accidents and safety violations	3	3	2	4	9	2	1	1	0
Helps organizational development	2	2	5	1	2	3	9	1	0
Introducing new technologies in time	2	2	2	1	4	9	3	1	1
Not important	0	0	0	0	0	0	0	0	25

Figure 2 Importance of Training

Additional results of the perceived value of training indicate that the outcomes associated with training that had the highest ranking among the employees were motivational and performance outcomes. According to twelve respondents, the most significant role played by training is motivating employees and enabling them to perform at a higher level. Nine respondents identified management evaluation of employee performance as number two among the factors that are essential. Promotion of self-development and self-confidence was often considered the third greatest benefit, as ten respondents gave this in third place. It is important to note that none of the respondents chose that training is not important in any of the ranking options.

These rankings prove that the employee grade training is not only skill acquisition but also a boost in morale, performance, and communication between the management and staff. These were safety improvement, organizational development, and new technological introduction, which were lower but still identified as the relevant outcomes. This is indicated by the lack of negative reviews and shows that the overall image of training among the working population is positive.

4.4 Gratitude for the Training and Improvement Feedback.

Satisfaction of the employees with the training program was computed to determine the level of overall acceptance and effectiveness. The findings indicate that over fifty percent of the respondents indicated that they were immensely satisfied with the training programs, with ten respondents stating that the training was satisfactory, though some improvements could be made. None of the respondents said that they are not satisfied on an extreme level, which implies that the general frame of training is satisfying basic employee expectations.

Open-ended responses also give more understanding of the level of employee satisfaction. A large number of the respondents detailed the training programs to be well planned, well organized, and associated with the service standards of the

hotel. Employees claimed that training made them work better and get to know about organizational values and expectations for services. Nevertheless, the issues were also brought up. Some of the respondents reported that training activities were time-consuming and, at times, disrupted work schedules. Some observed that the contents of the training were repetitive, and there was a lot of theoretical content in the beginner training.

Three of the respondents pointed out precisely that the lengthy training, which entailed a lot of theoretical work, decreased involvement and performance. These comments can lead to areas of improvement in training, in that although it is well accepted that training is planned, the content delivery, long-term, and practical orientation can be enhanced. The combined results of the satisfaction indicate positive, but careful evaluation of the training practices and the necessity to sustain constant improvement to keep the employees engaged in the training process and make their learning effective.

5. Discussion

The results of the research can be taken as a good indicator of the level of training and development practice in the hotel industry in Qatar, especially regarding the background nature of the employees, the training exposure, perceived significance, and satisfaction. The findings prove that training is highly institutionalized in the researched hotels, particularly in the initial employment level, and that it is well-regarded by the staff (Ogalo, 2021). Nonetheless, the results also show that there are critical structural and perceptual gaps that contribute to the overall effectiveness of training programs (Iis, Wahyuddin, Thoyib, Ilham, & Sinta, 2022). The population structure of the respondents shows that there is a large workforce that is relatively young and inexperienced. This feature is in line with the fact that the hospitality industry is characterized by high concentration on operational employees who can easily adjust in high-paced service settings. The overwhelming presence of employees in the early career indicates great reliance on training as a way of skill acquisition and standardizing services (Ogalo, 2021). Although this can provide a chance for hotels to influence the behavior and service attitudes of employees at an earlier age, it heaps more responsibility on the training systems to offset the lack of previous experience (Iis et al., 2022). The findings have shown that training should not just focus on fundamental operational skills but should also assist in building confidence as well as professional development to minimize performance inconsistencies caused by a lack of experience (Cik, Asdar, Anwar, & Efendi, 2021).

The interaction between the job position, work experience, and training exposure demonstrates the disequilibrium of learning

occurrence within the organizational levels. There seems to be more advanced training offered to the employees in superior positions than to the staff at mid-level and entry-level positions. (Cik et al., 2021). Although this could be explained by the fact that managers have to be responsible, this is worrisome regarding equity and the development of human resources in the long term. The frontline and mid-level employees tend to be the main point of contact with the customers, and a lack of appropriate training at these ranks may contribute to the degradation of the service quality. (Al Thani et al., 2025). These findings indicate that training plans have to be more accommodating and be based on the operational reality rather than status.

Primary training was also identified as a good aspect of the training systems currently used by the hotels, as all employees stated that they were trained prior to the start of their work. This shows that the organization has realized the need to be socially aware of early socialization and the definition of roles. Employees greatly appreciated the importance of this training in enabling them to adapt to the working environment and learn how to meet expectations for delivering the services. (Al-Sulaiti, 2021). Nevertheless, a portion of the respondents felt that the initial training was not effective but routine, which was an element to state that training is carried out not necessarily as per the learner's expectations. This compounds the necessity of making training programs more interactive, role-specific, and practice-based with reference to younger, newly employed employees whose requirements are inclined more towards interactive learning exercises.

Frequency training is well structured, but has a limited style. The majority of employees said they attended training a few times a year and not on an ongoing basis. Whereas periodic training gives flexibility on operations, it might not adequately solve current performance lapses or shifting service requirements (Hassanein & Özgit, 2022). The ambivalent reactions of the employees towards the frequency of training, as indicated by the mixed reactions, indicate that there is a conflict between learning and organizational efficiency. Employees complained that training was taking too much time and was about the same content, but management believes that repetition is needed in training to sustain the skills. Such detachment suggests that communication should be improved, and the purpose of training should be made more aligned with the expectations of the employees (Qadri et al., 2022).

The comparison of training effectiveness demonstrates relatively good attitudes toward training results. (Iis et al., 2022). Employees were to a large extent considering training as being relevant or essential, especially in respect of motivation, performance enhancement, and self-development.



The motivational outcomes ranking is high, which implies that training psychologically reinforces engagement and organizational commitment of employees. Meanwhile, training was also viewed by the employees as a means of monitoring performance and communication between the management and the staff. Although these views portrayed good impressions, the research findings indicate that the practices of evaluation are still mostly informal and perception-oriented. According to the employee feedback, they were satisfied with the training organization, but the feedback also expressed areas of concern that were not well related to the training delivery style and repetition of the training material. (Hazaimeh et al., 2023). These issues suggest that the effectiveness of training is not always determined using measurable performance outputs or follow-up. The absence of a systemic evaluation in place makes it hard to establish the training goals being met at levels other than the level of satisfaction at the beginning. This curtails the strategic importance of training and curbs its possible effect on the long-term improvement of performance. (Mohamed et al., 2022).

The level of satisfaction among employees towards training programs was relatively high, meaning that they accept and acknowledge organizational effort towards staff development. The employees admitted that training supported them in comprehending service standards, organizational culture, and job expectations (Al Thani et al., 2025). Not all people were satisfied, however, since a significant percentage of the respondents only indicated that training was average. This implies that training can only be basic in terms of meeting the needs of persons and career interests. The information about too much theory and time requirements suggests the necessity of striking a balance between depth of instruction and practicality of operations. The relevance of training and flexibility is also highlighted by the open-ended feedback. Employees appreciate practical, involving, and applied training that is relevant to their day-to-day activities (Al-Sulaiti, 2021). When training is seen as repetitive or not related to real work issues, then its performance reduces, irrespective of whether it is frequent or given over a long period of time. Such results support the idea that training must be constantly updated, varied based on the role of the employees and their level of experience, and provided in different ways to maintain attention. Training and development in the hotels under study are developed properly in theory, but need to be improved in terms of performance (Hassanein & Özgit, 2022). Those compulsory training, organization trainers, and regular programs are the signs of motivation for employee development by the organization. The success of these initiatives, however, would be determined by their responsiveness to the diversity of employees, the demands of

operations, and the changing expectations of services. Training should go beyond the compliance and habitual delivery and be considered a dynamic and employee-focused exercise that assists personal development of employees in addition to organizational objectives (Qadri et al., 2022).

The discussion has highlighted the significance of focusing training design, frequency, and evaluation on the needs of employees, as well as realities that affect the organization. The results are that training is highly appreciated and mostly effective; however, its long-term effect can be expanded by creating a more effective customization, communication, and evaluation based on results. With improved reinforcements of these areas, the hotels will be in a position to maximize investment in training as well as maintain high service standards within a competitive hospitality setting.

6. Conclusion

This paper has discussed the practice of training and development within the hotel industry in Qatar through an evaluation of quantitative research findings as depicted in the attached thesis. Its findings prove that training is a well-developed and obligatory activity in the researched hotels, especially at the first working level. Training usually seems to be an important aspect for employees in the sense that it helps in motivation, performance growth, and individual growth. It is also found that training exposure is not equal for all job positions, and experience and higher-level employees are afforded more training exposure. In general, though the satisfaction with the training process is positive, issues of repetition and heavy reliance on theory, as well as time limitations, are raised. Such problems hinder the maximum performance of training programs even when there is a high commitment by the manager. The authors conclude that training has been found to be central in supporting service quality and employee development in the hospitality business. Nevertheless, its impact on the long term will be determined by the effectiveness with which training systems match the needs of employees, the job descriptions, and organizational goals. Training design and assessment would be made stronger, which would result in positive individual and organizational outcomes.

6.1 Recommendation

According to the results, the hotel management will need to be more employee-focused when designing and delivering training. The distinction of training programs should be based on job roles, level of experience, and learning preferences, especially among the younger employees and those who are less experienced. To enhance the engagement level and effectiveness, it is possible to reduce the amount of theoretical

content and increase the level of practical and engaging learning activities. The training frequency should also be considered by management as a way of adjusting the learning needs against the operational requirements so that the training would not disrupt the work schedules too much. The introduction of regular feedback mechanisms should be made to capture the perception of employees and establish the need to improve in different areas. Also, training evaluation must be based on more than just satisfaction measures and include performance-based outcomes to find out the actual impact. External or blended training methods may be considered when the budgets permit this in order to vary the learning experience. Adhering to these suggestions will enable hotels to increase the motivation of the staff, advance the service levels, and improve the performance of the organization over the long-term perspective.

6.2 Limitations

The research has a number of limitations that need to be considered when explaining the results. To begin with, the study is based on secondary quantitative data from one thesis, which limits the research to the variables and methods used. The study used a sample of only 25 respondents in the sampled hotels, which might not necessarily be a reflection of the entire hotel sector in Qatar. Second, the results are supplemented by employee perceptions, which are self-reported and can be subject to self-bias or social desirability. Third, the investigation mainly relies on descriptive statistical analysis, which does not provide an opportunity to correlate training with the performance results. Besides, the in-house training practices are not compared with those of external training providers. These shortcomings are an indication that the results are informative but must be carefully construed and not generalized with additional empirical confirmation.

6.3 Future Implications

Further studies should broaden the area of analysis by covering a wider sample in various categories and regions of hotels in Qatar. The longitudinal studies might be undertaken to see how training affects the long-term performance, worker retention, and career advancement of workers. More sophisticated quantitative techniques, including inferential analysis, would enable more vigorous conclusions to be made in respect to training effectiveness. The research also needs to be expanded into the future to identify the importance of the application of technology-based and blended learning in teaching hospitality. Practically, hotels ought to consider combining training and performance management and career development systems so as to increase learning transfer. The training will be one of the strategic instruments to preserve the service quality and competitiveness as the hospitality industry is evolving. Active

preparation of adaptive and result-oriented training systems will be indispensable to the future organizational success.

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