

Determining the Influence of Organizational Learning on Employee Engagement, with Job Satisfaction Intervening the Relationship; in the Context of Selected Five-Star Hotels in Maharashtra

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Abstract

The hospitality sector depends heavily on people, behaviour, service attitude, and the ability of employees to respond to guest expectations with confidence and warmth. In five-star hotels, this dependence becomes even stronger because service failure is quickly noticed, while service excellence is expected as a normal standard. The present paper examines the influence of organizational learning on employee engagement, with job satisfaction acting as an intervening variable, in selected five-star hotels in Maharashtra. The study is based on responses collected from 453 employees working in selected five-star hotels located in Mumbai, Pune, and Aurangabad. Organizational learning is studied through learning climate, which includes encouragement for new ideas, communication, risk-taking, information sharing, teamwork, and participation in decision-making. Job satisfaction is examined through employees' feelings about their work, achievements, present job, and sense of meaningfulness. Employee engagement is studied through participation, recognition, social bonding, stress-relieving activities, personal development opportunities, and involvement in organizational activities. The findings indicate that selected five-star hotels have a positive learning climate. Employees generally feel that their ideas are encouraged, communication is supported, and learning is not limited only to formal training programmes. The results also show that learning climate has a strong positive influence on job satisfaction. Further, job satisfaction intervenes in the relationship between learning climate and employee engagement, showing that employees become more engaged when learning opportunities create satisfaction and a sense of professional value. The paper concludes that five-star hotels should treat learning climate not as a routine HR activity, but as a strategic tool for improving satisfaction, engagement, service quality, and employee retention.

Keywords: *Organizational Learning, Learning Climate, Job Satisfaction, Employee Engagement, Five-Star Hotels, Maharashtra, Hospitality Sector.*

I. Introduction

1.1 Overview

The hotel industry is one of the most people-centred sectors of the service economy. A hotel may have luxurious rooms, impressive interiors, modern technology, and a strong brand name, but the actual experience of the guest is shaped mainly by the behaviour and performance of employees. This is especially true in five-star hotels, where guests expect quick service, polite communication, personal attention, problem-solving ability, and consistency in every interaction. In Maharashtra, five-star hotels occupy an important place in the hospitality industry. Cities such as Mumbai, Pune, and Aurangabad represent different hospitality environments. Mumbai is closely connected with business travel, international visitors, corporate events, and luxury tourism. Pune has a strong base of education, information technology, manufacturing, and corporate visitors. Aurangabad has tourism importance because of heritage attractions such as Ajanta and Ellora. These cities therefore provide a meaningful base for studying employees working in five-star hotels.

Organizational learning refers to the process through which organizations develop, share, and use knowledge for improvement. In hotels, learning is not limited to classroom training. It takes place through daily briefings, interaction with senior staff, learning from customer feedback, observing colleagues, solving guest complaints, cross-departmental coordination, and exposure to new service practices. A hotel with a strong learning climate encourages employees to present ideas, take initiative, communicate openly, and improve continuously.

Employee engagement is the emotional and behavioural connection that employees develop with their work and organization. An engaged employee does not merely complete assigned duties. Such an employee participates actively, shows interest, supports team members, contributes ideas, and tries to improve service outcomes. In hotels, engagement is visible in small but important actions, such as greeting guests sincerely, solving problems without delay, supporting colleagues during pressure, and maintaining service standards even during long shifts. Job satisfaction plays an important role between learning climate and engagement. Employees may attend training programmes, but if they do not feel respected, supported, or satisfied, their engagement may remain weak. When organizational learning creates

confidence, professional growth, recognition, and a sense of usefulness, employees are more likely to feel satisfied. This satisfaction then encourages stronger involvement in work.

1.2 Significance of the Research

The significance of this research lies in its focus on human resources in luxury hospitality. Five-star hotels are service-intensive organizations. Their success depends not only on infrastructure and brand reputation but also on the ability of employees to deliver consistent service experiences. A well-trained and satisfied employee can turn even a difficult guest interaction into a positive experience. On the other hand, a dissatisfied employee may reduce the quality of service, even when the hotel has excellent facilities. The study is important for hotel managers because it highlights the value of learning climate in improving employee attitudes. Training is often viewed as a formal requirement, but the findings of this paper suggest that learning should become part of the work culture. When employees are encouraged to learn, share ideas, and participate in improvement, they feel more connected with the organization. The study is also useful for HR managers and Learning and Development Managers. It shows that job satisfaction should not be treated separately from learning and engagement. Employees become more engaged when learning opportunities are meaningful and when such opportunities improve their confidence, growth, and satisfaction. For the hospitality sector, the research is significant because employee turnover is a common challenge. If hotels can improve satisfaction and engagement through a better learning climate, they may also strengthen employee retention.

2. Review of Literature

2.1. Choi (2011) studied job satisfaction among hotel employees and emphasized that satisfaction is closely connected with service quality, customer contentment, and financial outcomes. The review highlighted that employees feel more satisfied when they have freedom in decision-making, autonomy in work, flexible schedules, and better working conditions. The study also observed that poor wages and reduced benefits often create dissatisfaction. This review is relevant to the present study because job satisfaction is treated as an intervening variable between learning climate and employee engagement.

2.2. Kusluvan (2013) examined job satisfaction in the hospitality industry and discussed how different aspects of the work environment influence employees. The study observed that hotel employees may be satisfied with their job roles, co-workers, and customer interaction, but they may show dissatisfaction with salary, promotion opportunities, supervisor behaviour,

and internal policies. This review supports the idea that engagement cannot be improved only by assigning work.

2.3. Emir (2018) analyzed the relationship between employee satisfaction and customer satisfaction in hotels. The study found that working conditions, communication, and social benefits are important factors influencing employees' views. It also showed that employee satisfaction can affect service experiences and customer satisfaction. This review is useful for the present paper because five-star hotels depend strongly on employee behaviour, and satisfied employees are more likely to contribute positively to guest service. The study further emphasized that employees who feel valued and supported are more motivated to deliver high-quality service and maintain positive interactions with guests. It also suggested that improving employee satisfaction can strengthen customer loyalty and enhance the overall reputation of hospitality organizations.

2.4. Bhardwaj (2021) studied organizational culture and employee engagement in the hospitality sector. The study highlighted that a supportive culture can improve both task performance and contextual performance. Employees who work in a positive culture are more likely to participate actively, support the organization, and contribute beyond their formal job duties. This review is closely linked with the present study because organizational learning is an important part of workplace culture, and engagement is one of its possible outcomes.

3. Objectives of the Paper

The objectives of the study are:

1. To study Hotel staff's Opinion on Learning Climate in the Context of Organizational Learning in Selected Five-Star Hotels.
2. To study Hotel staff's Opinion on Job Satisfaction in Selected Five-Star Hotels.
3. To study Hotel staff's Opinion on Employee Engagement in Selected Five-Star Hotels.
4. To provide recommendations to the Five-Star Hotels.

4. Hypotheses of the Study

H1: Learning Climate positively influences job satisfaction of employees in Five-star Hotels.

H2: Learning climate has a significant positive influence on employee engagement in five-star hotels.

5. Methodology

5.1 Research Design

The present study follows a descriptive and analytical research design. It is descriptive because it explains the present condition of organizational learning, job satisfaction, and employee engagement among employees of selected five-star hotels. It is analytical because it examines the relationship among these variables and tests whether learning climate influences job satisfaction and employee engagement.

The study is quantitative in nature. A structured questionnaire was used to collect responses from employees. The questionnaire included statements related to learning climate, job satisfaction, and employee engagement. Respondents expressed their views using structured response scales.

5.2 Sampling

The study was conducted in selected five-star hotels in three cities of Maharashtra, namely Mumbai, Pune, and Aurangabad. A sample of three hotels was selected from each city. From every selected hotel, 50 respondents were taken. Thus, the total sample size of the study was 453 respondents.

Sr. No.	Selected City	Number of Five-Star Hotels	Total Respondents
1	Mumbai	3	151
2	Pune	3	151
3	Aurangabad	3	151
	Total	9	453

The hotels were selected through selective sampling, while responses from employees were collected through random sampling from available full-time employees working in different departments and levels.

5.3 Data Collection

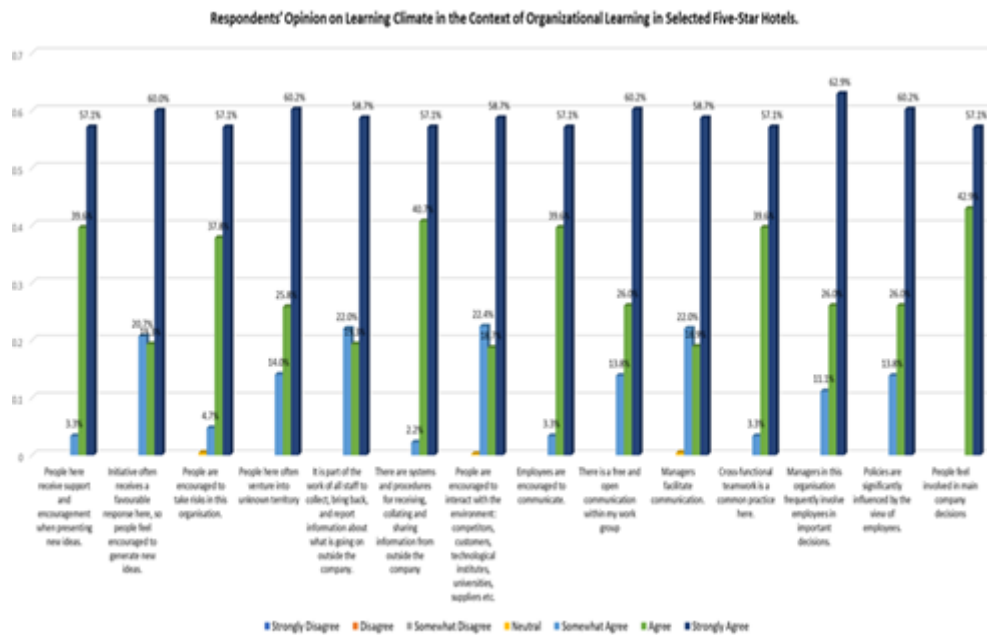
The study is based on both primary and secondary data. Primary data was collected through a structured questionnaire from employees working in selected five-star hotels. The researcher approached the hotels with the help of Learning and Development Managers and explained the purpose of the study to the respondents. Employees were informed that their responses would be used only for academic purposes. Secondary data was collected from research

articles, books, previous studies, records, websites, and other relevant sources related to organizational learning, job satisfaction, employee engagement, and the hospitality industry.

6. Results

Objective 1: To study Hotel staff’s Opinion on Learning Climate in the Context of Organizational Learning in Selected Five-Star Hotels.

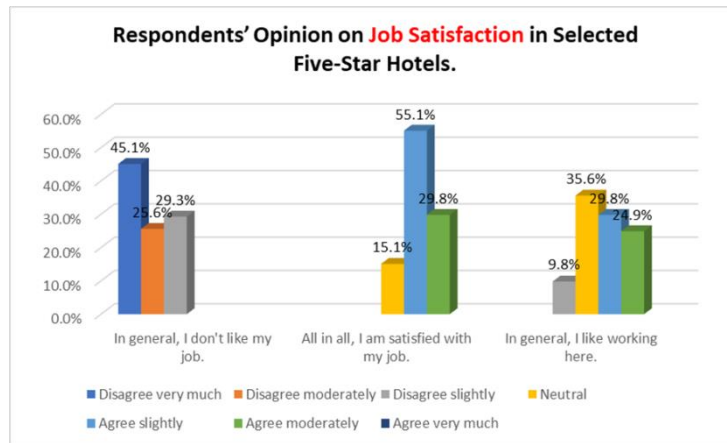
□ **Interpretation:** It can be interpreted that the selected five-star hotels have a positive learning climate where employees are encouraged to share ideas, communicate openly, take initiative, work in teams, interact with the external environment, and participate in decision-making. The high level of agreement across all fourteen statements indicates that organizational learning is strongly supported in these hotels. In relation to the title of the study, such a learning climate can improve employees’ job satisfaction by making them feel valued, involved, and professionally supported. When employees are satisfied with the learning opportunities and participative work environment, they are more likely to become engaged and contribute effectively to service quality and organizational performance.



Objective 2: To study Hotel staff’s Opinion on Job Satisfaction in Selected Five-Star Hotels.

➔ **Interpretation:** The respondents generally have a positive opinion regarding job satisfaction in selected five-star hotels. The data indicates that most employees do not dislike their job, as all respondents disagreed with the negative statement, “In general, I don’t like my job,” at different levels. This reflects a favourable attitude towards their work. Similarly, a large majority of respondents agreed that they are satisfied with their job, which shows that

employees experience a reasonable level of satisfaction in their present workplace. Further, more than half of the respondents agreed that they like working in their respective hotels, although the presence of neutral responses



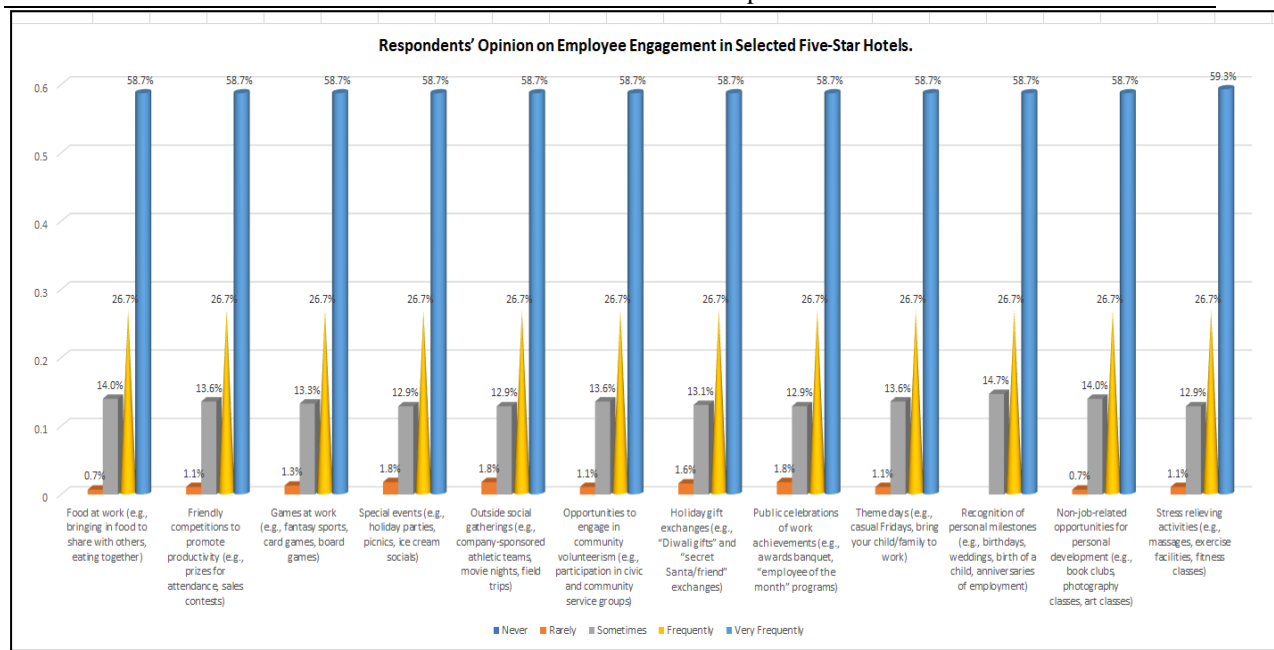
Objective 3: To study Hotel staff's Opinion on Employee Engagement in Selected Five-Star Hotels.

→ **Interpretation:** The employee engagement practices are actively followed in selected five-star hotels. The responses show that a large majority of employees experience engagement activities either frequently or very frequently. These activities include social bonding, recognition, celebration, personal development, community involvement, and stress relief. In relation to the title of the study, such engagement practices are important because organizational learning and a supportive work environment can improve job satisfaction, and satisfied employees are more likely to participate actively in organizational activities. Therefore, the data suggests that employee engagement in selected five-star hotels is strengthened through both formal and informal practices that make employees feel involved, valued, and connected with the organization.

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7. Hypothesis Testing

Hypothesis-1:

- **H₀₁:** Learning Climate does not influence job satisfaction of employees in Five-star Hotels.
- **H_{A1}:** Learning Climate positively influences job satisfaction of employees in Five-star Hotels.

→ The above hypothesis is tested using **Simple Linear Regression**.

- **Valid N = 453**
- **Dependent Variable (Y):** *Job satisfaction* (All in all, I am satisfied with my job.)

Independent Variable (X): *Learning Climate* (computed as the mean of 13 Organizational Learning items)

Variables Entered

Model	Variables Entered	Variables Removed	Method
1	Learning Climate	.	Enter

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.955	.911	.911	.148

Predictors: (Constant), Learning Climate

Dependent Variable: Job satisfaction

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	100.433	1	100.433	4595.050	.000
Residual	9.792	448	0.022		
Total	110.224	449			

Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.836	0.070	—	26.156	.000
Learning Climate	0.732	0.011	0.955	67.787	.000

Regression Equation:

Job Satisfaction = 1.836 + 0.732 (Learning Climate)

This regression equation indicates that Job Satisfaction increases as Learning Climate improves. The constant (1.836) represents the expected level of Job Satisfaction when the Learning Climate score is zero (a baseline intercept used for prediction). The slope coefficient (0.732) shows the magnitude of the effect: for every 1-unit increase in Learning Climate, Job Satisfaction is predicted to increase by 0.732 units, holding other influences constant in this single-predictor model. Therefore, the equation confirms a direct and positive predictive relationship, meaning workplaces with a stronger learning climate (support for ideas, knowledge sharing, risk-taking, and open communication) are expected to report higher employee job satisfaction levels.

Inference:

- Since **Sig. = .000 < 0.05** and **B = 0.732 is positive**, Learning Climate has a **significant positive influence** on Job Satisfaction. Hence, we reject the null-hypothesis and accept the alternate hypothesis and conclude by saying ‘Learning Climate positively influences job satisfaction of employees in Five-star Hotels.’

Hypothesis-2:

- **H₀₁:** Learning Climate does not influence on employee engagement in five-star hotels.
- **H_{A1}:** Learning climate has a significant positive influence on employee engagement in five-star hotels.

→ The above hypothesis is tested using **Simple Linear Regression**.

N = 453

Independent Variable (X): Learning Climate (*composite = mean of 13 “Organizational learning” items*)

Dependent Variable (Y): Employee Engagement (*composite = mean of 10 “Employee engagement” items*)

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Learning Climate	.	Enter

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761	.579	.578	.505

Predictors: (Constant), Learning Climate

Dependent Variable: Employee Engagement

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	157.015	1	157.015	616.434	.000
Residual	114.112	448	0.255		
Total	271.127	449			

Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.501	0.240	—	2.092	.037
Learning Climate	0.916	0.037	0.761	24.828	.000

Dependent Variable: Employee Engagement

Regression Equation

Employee Engagement = 0.501 + 0.916 (Learning Climate)

This regression equation shows that learning climate is a strong positive predictor of employee engagement in five-star hotels. The constant (0.501) represents the baseline level of employee engagement when the learning climate score is assumed to be zero (it serves as the intercept for prediction). The slope coefficient (0.916) indicates the strength and direction of influence: a one-unit improvement in learning climate leads to an expected increase of 0.916 units in employee engagement. Practically, this suggests that hotels that promote a supportive learning environment such as encouraging new ideas, knowledge sharing, open communication, teamwork, and risk-taking are more likely to have employees who feel more involved, motivated, committed, and emotionally connected to their work. Hence, the equation confirms that improving learning-related practices in the organization can meaningfully enhance overall employee engagement.

Inference

Since Sig. = .000 < 0.05 and B = 0.916 is positive, Learning Climate has a significant positive influence on Employee Engagement. Hence, we reject the null-hypothesis (H01) and accept the alternate hypothesis (HA1) and conclude by saying 'Learning Climate positively influences employee engagement in five-star hotels.

8. Recommendations

- Five-star hotels should develop a strong learning culture where employees are encouraged to share ideas, ask questions, and suggest improvements without fear. Learning should not remain limited to scheduled training sessions.
- Learning and Development Managers should design practical training programmes based on real hotel situations. Employees learn better when training is connected with guest handling, complaint management, teamwork, communication, and service recovery.
- Hotel managers should ensure that employees receive recognition for learning-based contributions. When an employee suggests a better service method or solves a guest problem creatively, it should be appreciated openly.

- Cross-departmental learning should be encouraged. Front office employees can learn from housekeeping, food and beverage staff can learn from guest relations, and supervisors can learn from operational employees. Such sharing can reduce departmental gaps.
- Job satisfaction should be measured regularly. Hotels should not wait for resignations or complaints to understand employee dissatisfaction. Small satisfaction surveys and informal discussions can help management identify concerns early.
- Employees should be given more opportunities to participate in decision-making related to their work. Participation improves ownership. When employees feel heard, their commitment becomes stronger.

9. Conclusion

The present research was carried out to determine the influence of organizational learning on employee engagement, with job satisfaction intervening the relationship, in selected five-star hotels in Maharashtra. The study shows that learning climate, job satisfaction, and employee engagement are closely connected in the hotel industry. Since employees are directly involved in service delivery, their learning, satisfaction, and involvement strongly affect guest experience, service quality, and the image of the hotel. The findings indicate that the selected five-star hotels have a positive learning climate. Employees reported that new ideas are encouraged, initiatives are welcomed, communication is supported, and managers help in creating interaction within the organization. This shows that organizational learning is not limited only to formal training programmes. It is also reflected in daily practices such as teamwork, open communication, sharing of information, participation in decisions, and learning from the external environment. The study also found that employees generally experience a good level of job satisfaction. Many respondents felt satisfied with their present work, found their work meaningful, and expressed a sense of achievement. This is a positive sign for five-star hotels because satisfied employees are more likely to serve guests sincerely, cooperate with co-workers, and remain connected with the organization. However, the study also suggests that job satisfaction is not equally strong among all employees. Some employees still need better recognition, career growth, emotional support, workload balance, and opportunities for personal development. Another important finding is that employee engagement practices are actively followed in the selected hotels. Activities such as recognition programmes, social gatherings, games, celebrations, theme days, personal

development opportunities, and stress-relieving activities help employees feel included and valued. These practices strengthen belongingness and make the workplace more human and supportive. The study concludes that learning climate positively influences job satisfaction. When employees are encouraged to learn, communicate, share ideas, and participate, they feel more respected and professionally supported. Learning climate also improves employee engagement, as employees working in a supportive environment are more willing to contribute, participate, and remain committed to organizational goals. The most important conclusion of the study is that job satisfaction intervenes in the relationship between learning climate and employee engagement. In simple words, organizational learning improves engagement partly by improving satisfaction. When employees feel capable, valued, and satisfied, they become more involved in their work and more attached to the organization. Thus, the study confirms that a strong learning climate creates satisfied employees, and satisfied employees become more engaged employees. For five-star hotels in Maharashtra, this relationship is very meaningful because service excellence depends on employees who are trained, satisfied, confident, and emotionally connected with their workplace. Therefore, hotels should continue to strengthen learning systems, support employee well-being, encourage participation, and provide meaningful growth opportunities. This will help improve employee satisfaction, employee engagement, service quality, customer satisfaction, and long-term organizational success.

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