Training Effectiveness and Job Satisfaction: The Role of Organizational Support and Employee Tenure in Boutique Hotels

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Abstract
The hospitality sector in West Java, particularly boutique hotels, faces ongoing challenges in sustaining employee satisfaction and service quality in an increasingly competitive environment. This study explores the relationship between training effectiveness, perceived organizational support (POS), and service job satisfaction, with employee tenure as a moderating variable. Data were collected from 120 front-line hotel staff and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that training effectiveness positively influences both POS and job satisfaction, with POS mediating the relationship. Employee tenure moderates these effects, suggesting that satisfaction outcomes vary across different career stages. The study contributes to the Social Exchange Theory by integrating tenure as a conditional factor that shapes the dynamics of training and support in service-oriented organizations.

Keywords: training effectiveness, perceived organizational support, job satisfaction, employee tenure, boutique hotels, SEM-PLS

INTRODUCTION

The hospitality industry in Indonesia, particularly in West Java, has experienced significant growth over the past decade (Alexandra et al., 2021). Boutique hotels, offering personalized services and culturally distinctive designs, have emerged as a preferred choice for travelers (Crossman, 2024). Unlike large hotel chains, boutique hotels rely heavily on the performance of front-line employees, whose behavior, attitude, and interpersonal skills directly influence guest satisfaction and hotel success (Moreno-Perdigón et al., 2021; Van et al., 2023). Therefore, cultivating a competent and satisfied service workforce remains a strategic priority for managers (Kaliannan et al., 2023).

Training is widely recognized as a key driver of employee performance in the hospitality sector (Dixit & Sinha, 2020). Well-designed training programs can improve employees' technical skills, service orientation, and problem-solving abilities (Sinambela et al., 2022). However, the effectiveness of training is primarily determined by how employees perceive its relevance and value (Elfiky et al., 2021; Tan & Olaore, 2021). Positive perceptions of training often lead to stronger feelings of organizational support, which, in turn, enhance job satisfaction (Jung et al., 2023; Jin et al., 2021).

Previous studies have established that training effectiveness contributes to both perceived organizational support (POS) and job satisfaction (Sesen & Ertan, 2021; To & Leung, 2023). POS itself is consistently linked to higher employee commitment and satisfaction in service-driven industries (Abdullahi et al., 2024; Al-Refaei et al., 2024). However, how employees interpret support and training outcomes may differ by tenure. Long-serving staff may view training as a reinforcement of the organization's investment, while newer employees may see it as a test of the organization's commitment (Tang et al., 2024; Soeprapto et al.,

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2024). This suggests a potential moderating effect of tenure that has yet to be fully explored in the boutique hotel context.

Although the interrelationships between training, POS, and job satisfaction have been studied, existing research often overlooks the nuanced role of tenure, especially in boutique hotels with more personalized management structures. Moreover, limited studies have examined these dynamics using an integrated moderated mediation model grounded in Social Exchange Theory (SET), which emphasizes reciprocal exchanges between organizations and employees (Sesen & Ertan, 2021; Ahmad et al., 2023).

This study aims to examine the impact of training effectiveness on service job satisfaction, mediated by perceived organizational support and moderated by employee tenure, among front-line staff in boutique hotels in West Java. Specifically, it investigates whether the perceived effectiveness of training fosters higher support perceptions and satisfaction, and how these effects vary across career stages. Theoretically, this research extends the application of SET by introducing employee tenure as a boundary condition that shapes the strength of the exchange mechanism between training, support, and satisfaction. In practice, the findings provide hotel managers with insights into designing training and support systems that align with employees' tenure, thereby enhancing satisfaction, retention, and service quality in boutique hotels.

LITERATURE REVIEW
Training Effectiveness
Training effectiveness refers to the extent to which training programs achieve their intended outcomes, including improvements in employees' knowledge, skills, behavior, and performance (Urbancová et al., 2021). In the hospitality sector—where service interactions are immediate, personalized, and emotionally demanding—practical training is particularly crucial, as employees' ability to deliver high-quality service depends on their technical competence and interpersonal skills (Pinnington et al., 2023). Through structured and well-designed training, employees develop the confidence, empathy, and situational judgment needed to meet diverse guest expectations.

From a human capital perspective, practical training enhances employees' value by developing competencies aligned with organizational goals (Dixit & Sinha, 2020). Training that is perceived as relevant, practical, and engaging also strengthens employee motivation and work engagement (Elfiky et al., 2021). In hospitality settings, where employees frequently encounter ambiguous customer needs and service recovery situations, the perceived relevance of training is a critical determinant of behavioral application on the job. Studies in hotel operations show that employees who view training as meaningful tend to report higher performance, better service outcomes, and greater psychological attachment to their organization (Maharani, 2025).

This study adopts a multi-dimensional conceptualization of training effectiveness based on Kirkpatrick's four-level evaluation model—reaction, learning, behavior, and results. These dimensions are operationalized through training satisfaction, skill acquisition, on-the-job application, and perceived impact on business performance (Çavuş et al., 2025; Shariff et al., 2021). Evaluating training through these dimensions enables a comprehensive understanding of how training contributes not only to employees' capability development but also to their attitudinal responses toward the organization. When employees perceive that training supports their professional growth, they are more likely to view the organization as investing in their long-term development, which in turn fosters stronger positive attitudes and relational bonds (Öksüz et al., 2022).

Perceived Organizational Support
Perceived Organizational Support (POS) is defined as employees' general belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Rooted in organizational support theory, POS captures the social and emotional exchanges between employees and their employers, serving as a psychological mechanism through which organizational practices influence employee attitudes and behaviors. High levels of POS foster a sense of belonging and trust, encouraging employees to reciprocate with commitment, increased effort, and job satisfaction (Jin et al., 2021; Hussein et al., 2023).

In the hospitality sector, particularly in service-intensive environments such as boutique hotels, POS systems play a vital role in sustaining emotional labor, customer orientation, and service quality. Employees are more likely to internalize organizational goals and exhibit pro-social behavior when they feel recognized, fairly treated, and supported by management (Abdullahi et al., 2024; Al-Refaei et al., 2024). This reciprocal dynamic is consistent with Social Exchange Theory, which suggests that employees respond positively when they perceive organizational actions as sincere investments in their welfare (Thomas & Gupta, 2021).

Prior research has consistently shown that POS mediates the relationship between organizational practices—such as training, supervision, and feedback—and various employee outcomes, including affective commitment, engagement, and satisfaction (To & Leung, 2023; Pinnington et al., 2023). In hospitality settings, POS also helps buffer the effects of stress and turnover intent by enhancing perceptions of organizational justice and psychological safety (Öksüz et al., 2022).

This study conceptualizes POS as a multi-dimensional construct comprising four key elements: (1) fair organizational treatment, (2) supportive supervision, (3) valued recognition and rewards, and (4) a favorable work environment. These dimensions capture both structural and relational forms of support, reflecting employees' holistic interpretation of how much their organization values and supports them. The presence of strong POS is expected to increase employees' satisfaction with their service roles and reinforce their emotional connection to the workplace.

Service Job Satisfaction

Job satisfaction refers to a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). In service-oriented sectors like hospitality, job satisfaction is not only an outcome of effective management but also a driver of service quality and guest satisfaction. Front-line employees, especially in boutique hotels, frequently engage in emotionally intensive interactions, making their satisfaction a critical factor in ensuring consistent and personalized service (Crossman, 2024; Rihayana et al., 2021). Service job satisfaction encompasses how employees feel about various dimensions of their work, such as tasks, compensation, supervision, career development, co-worker relationships, and working conditions (Çavuş et al., 2025; Jung et al., 2023). These elements are particularly salient in boutique hotel settings, where work environments tend to be smaller, less formal, and highly interpersonal. Employees' perceptions of fairness, autonomy, and recognition often play a greater role in shaping satisfaction than in rigid hierarchical organizations.

Prior studies have identified training effectiveness, supervisory support, and working conditions as key antecedents of job satisfaction in hospitality contexts (Cizrelioğulları & Babayiğit, 2022; Ojha, 2025). When employees receive relevant training and perceive organizational support, they are more likely to feel competent, valued, and emotionally connected to their roles. This emotional connection can reduce burnout and turnover while enhancing motivation and performance. In this study, service job satisfaction is conceptualized as a multi-dimensional construct consisting of six components: (1) satisfaction with the work itself, (2) compensation, (3) supervision, (4) career growth, (5) co-workers, and (6) work conditions. By examining these dimensions holistically, the study captures the complex and relational nature of job satisfaction in boutique hotel environments, where staff interaction and service personalization are essential to operational success.

Employee Tenure

Employee tenure refers to the length of time an individual has been employed within an organization. Tenure not only reflects the duration of employment but also symbolizes accumulated experiences, social integration, and adaptation to organizational norms and expectations (Tang et al., 2024). As employees progress through different career stages, their needs, perceptions, and responses to organizational practices tend to shift (Super, 1990; Ng & Feldman, 2010). This developmental view suggests that tenure can influence how employees evaluate training opportunities, interpret organizational support, and experience job satisfaction.

In hospitality settings, where emotional labor and customer interaction are central to job roles, tenure serves as a proxy for familiarity with service standards, organizational culture, and interpersonal networks (Mariyanti et al., 2020). Employees with longer tenure often develop a more profound organizational attachment and exhibit greater resilience in the face of service stress. They are also more likely to interpret training and support efforts as long-term organizational investments rather than isolated interventions (Simmons et al., 2022; Soeprapto et al., 2024).

Conversely, employees in the early stages of tenure are more attuned to immediate workplace conditions and may be more sensitive to perceived gaps in support or development opportunities. For these employees, training and supervisory support are interpreted not only as developmental tools but also as signals of organizational commitment and inclusion (Tang et al., 2024). As such, tenure may moderate how employees respond to training and support, leading to different outcomes in satisfaction across tenure levels.

This study considers tenure as a moderating variable that conditions the strength of the relationships between training effectiveness, perceived organizational support, and service job satisfaction. By introducing

tenure into the framework, the study acknowledges that employee reactions to organizational practices are not uniform, but somewhat shaped by individual experience and career stage. Understanding this nuance is critical for tailoring human resource strategies that are responsive to both early-career and long-serving employees in boutique hotel environments.

Theoretical Foundation: Social Exchange Theory

This study is grounded in Social Exchange Theory (SET), which posits that the relationship between employees and organizations is shaped by reciprocal exchanges of resources, support, and socio-emotional benefits (Blau, 1964; Eisenberger et al., 1986; Thomas & Gupta, 2021). When organizations provide favorable treatment—such as practical training, recognition, or managerial support—employees are motivated to reciprocate with positive attitudes and behaviors, including enhanced job satisfaction, commitment, and performance (Ahmad et al., 2023). Within this theoretical lens, training effectiveness is understood as an organizational investment. Employees who perceive training as useful, relevant, and aligned with their career needs are more likely to feel supported and valued by their organization. This perception manifests as perceived organizational support (POS), which serves as a key psychological mechanism that translates training inputs into job-related outcomes (To & Leung, 2023; Pinnington et al., 2023). In turn, POS is expected to enhance employees' satisfaction with their service roles, particularly in settings such as boutique hotels, where interpersonal connection and emotional labor are prominent.

This model also incorporates employee tenure as a boundary condition that shapes the strength of these exchange mechanisms. Drawing from career stage theory (Super, 1990) and empirical findings on tenure-based adaptation (Ng & Feldman, 2010), the study posits that employees at different career stages respond differently to organizational actions. Longer-tenured employees may view training and support as extensions of established trust and relationship history, while newer employees may interpret them as crucial signals of inclusion and value (Simmons et al., 2022; Tang et al., 2024). As such, tenure may moderate the effects of both training effectiveness and POS on service job satisfaction. Based on the above theoretical framework, the conceptual model of this study is structured as follows: 1) Training effectiveness is proposed to have a direct positive effect on both perceived organizational support (POS) and service job satisfaction; 2) POS is expected to mediate the relationship between training effectiveness and job satisfaction; and 3) Employee tenure is proposed to moderate the effect of training on satisfaction, as well as the effect of POS on satisfaction—thus forming a moderated mediation model.
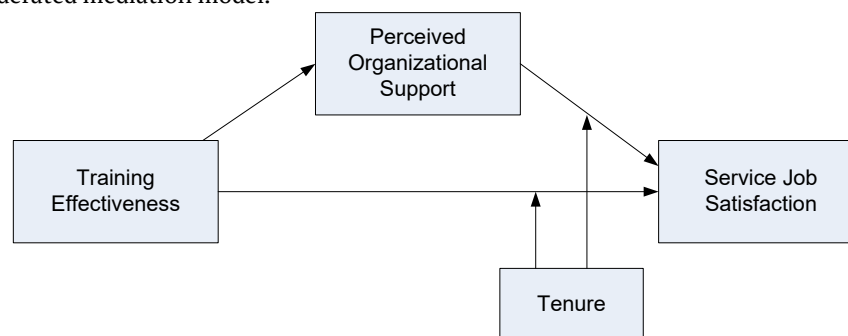

Figure 1. Conceptual Framework of the Study

Source: Research data, 2025

From this model, the following hypotheses are developed:

H1: Training effectiveness positively affects perceived organizational support.

H2: Training effectiveness positively affects service job satisfaction.

H3: Perceived organizational support positively affects service job satisfaction.

H4: Perceived organizational support mediates the relationship between training effectiveness and service job satisfaction.

H5a: Employee tenure moderates the relationship between training effectiveness and service job satisfaction, such that the relationship is stronger among longer-tenured employees.

H5b: Employee tenure moderates the relationship between perceived organizational support and service job satisfaction, such that the relationship is weaker among longer-tenured employees.

This integrative framework not only operationalizes SET in a hospitality context but also contributes to the literature by positioning tenure as an active moderator—rather than a control variable—within the training–support–satisfaction nexus.

METHODS

Research Design

This study employed a quantitative explanatory design to investigate the effect of training effectiveness on service job satisfaction through perceived organizational support (POS), with employee tenure as a moderating variable. The research was conducted among front-line employees of boutique hotels in West Java, as these individuals directly engage with guests and are highly influenced by training and support practices (Crossman, 2024; Yu et al., 2024). The population comprised 174 front-line staff from boutique hotels across multiple cities in West Java, including Bandung, Bogor, and Cirebon. A total of 120 valid responses were obtained through purposive sampling, coordinated via human resource departments. The sample size was determined using G*Power 3.1, with parameters set to a medium effect size ($f^2 = 0.15$), a statistical power of 0.80, and an alpha level of 0.05. The sample meets the minimum criteria for Partial Least Squares Structural Equation Modeling (PLS-SEM), which is appropriate for studies with complex models and moderate sample sizes (Hair Jr et al., 2021).

Measurement of Variables

All variables were measured using multi-dimensional reflective constructs with items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Each construct is operationalized as follows: Training Effectiveness was measured using four dimensions adapted from Kirkpatrick's evaluation model and hospitality training literature (Elfiky et al., 2021; Urbancová et al., 2021): 1) Training Satisfaction, 2) Skill Acquisition, 3) On-Job Application, and 4) Business Performance Impact. Perceived Organizational Support (POS) was measured using four dimensions based on (Eisenberger et al., 2025) and extended hospitality frameworks (Abdullahi et al., 2024; Al-Refaei et al., 2024): 1) Fair Treatment, 2) Supportive Supervision, 3) Valued Recognition, and 4) Favorable Work Environment. Service Job Satisfaction was assessed using six dimensions derived from validated hospitality job satisfaction scales (Cizrelioğulları & Babayiğit, 2022; Öksüz et al., 2022): 1) Satisfaction with Work Itself, 2) Compensation, 3) Supervision, 4) Career Growth, 5) Co-workers, and 6) Work Conditions. Employee Tenure was treated as a moderator and categorized into three dummy-coded groups following prior studies (Soeprapto et al., 2024; Simmons et al., 2022): 1) Less than 5 years, 2) 5–10 years, and 3) More than 10 years.

Data Collection Procedure

Data were collected using an online self-administered questionnaire distributed between June and August 2025. Human resource managers from participating boutique hotels were contacted to facilitate access and ensure balanced representation across departments, including front office, housekeeping, food and beverage, and guest relations. The questionnaire was pre-tested to ensure clarity, and content validity was confirmed by two hospitality management academics. Standard validity and reliability checks were performed prior to model testing, following the guidelines of (Loewenthal and Lewis, 2020).

Data Analysis

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4. This method was selected due to its robustness in handling complex models involving mediation and moderation, its suitability for non-normal data distributions, and its flexibility with moderate sample sizes (Hair et al., 2019; Sarstedt et al., 2022). The analysis involved two main stages: 1) Measurement Model Evaluation: Reliability: Assessed using Cronbach's alpha ($\alpha > 0.70$) and Composite Reliability (CR > 0.70); 2) Convergent Validity: Evaluated through Average Variance Extracted (AVE > 0.50); 3) Discriminant Validity: Tested using the Fornell–Larcker criterion and Heterotrait-Monotrait (HTMT) ratio.

Structural Model Evaluation assessed through path coefficients, R^2, f^2, and Q^2 to determine explanatory and predictive power. Bootstrapping with 5,000 resamples was conducted to test the significance of direct, indirect, and interaction (moderation) effects.

Ethical Considerations

This research adhered to ethical guidelines for studies involving human participants. All respondents participated voluntarily, and informed consent was obtained. Anonymity and confidentiality were assured, and respondents were informed that the data would be used solely for academic purposes. Ethical approval was granted by the research ethics committee of the authors' affiliated institution.

RESULTS AND DISCUSSION

Structural Model Estimation Using Partial Least Squares

The structural model was tested using SmartPLS to examine the relationships among training effectiveness, perceived organizational support (POS), employee tenure, and service job satisfaction (SJS). The model includes both direct and indirect paths, where POS acts as a mediator, and tenure serves as a moderator. As illustrated in the model output (Figure 2), the relationships between the constructs are assessed through path coefficients, factor loadings, and explained variance (R^2 values). All hypothesized relationships were supported except the direct effect of tenure on job satisfaction (H5), which was not statistically significant.

Measurement Model Evaluation

The outer model was assessed to confirm reliability and validity. All indicators showed standardized loadings above the 0.70 threshold, indicating strong indicator reliability. Composite Reliability (CR) and Cronbach's Alpha (CA) values for each construct exceeded 0.80, confirming internal consistency. The Average Variance Extracted (AVE) values ranged from 0.584 to 0.700, surpassing the recommended 0.50 cut-off, thus confirming convergent validity. Table 1 presents the measurement results for each construct, showing satisfactory psychometric properties across training effectiveness, POS, and job satisfaction.

Table 1. Measurement Model Results

Variable	Indicators	Loading	C. Alpha	CR	AVE
Training Effectiveness (TE)	TE1 – Training Satisfaction	0.864	0.857	0.903	0.700
	TE2 – Skill Acquisition	0.864			
	TE3 – On-Job Application	0.853			
	TE4 – Business Performance Impact	0.761			
Perceived Organizational Support (POS)	POS1 – Fair Organizational Treatment	0.795	0.844	0.895	0.682
	POS2 – Supportive Direct Supervision	0.810			
	POS3 – Valued Recognition and Rewards	0.839			
	POS4 – Favorable Work Environment	0.857			
Service Job Satisfaction (SJS)	SJS1 – Work Itself	0.718	0.857	0.894	0.584
	SJS2 – Compensation	0.735			
	SJS3 – Supervision	0.750			
	SJS4 – Career Growth	0.780			
	SJS5 – Co-workers	0.790			
	SJS6 – Work Conditions	0.810			

Source: Research data, 2025

To assess discriminant validity, the Heterotrait–Monotrait ratio (HTMT) was used. As shown in Table 2, all HTMT values fell below the conservative threshold of 0.85, confirming that the constructs are empirically distinct and conceptually separable. These results validate the use of the measurement model for further structural path analysis.

Table 1. Discriminant Validity (HTMT Criterion)

Latent Variable	POS	SJS	TE	Tenure	mod1	mod2
POS	—					
SJS	0.888	—				
TE	0.754	0.843	—			
Tenure	0.211	0.274	0.304	—		
mod1 (TE × Tenure)	0.201	0.331	0.188	0.210	—	
mod2 (POS × Tenure)	0.301	0.140	0.209	0.300	0.662	—

Source: Research data, 2025

Structural Model Results

The structural model was evaluated to test the proposed hypotheses, including direct, indirect (mediating), and interaction (moderating) effects. The results, as summarized in Table 3, show that training effectiveness significantly influences perceived organizational support ($\beta = 0.650$, $t = 11.576$, $p < 0.001$), supporting H1, and also has a significant direct effect on service job satisfaction ($\beta = 0.366$, $t = 4.764$, $p < 0.001$), supporting H2. These findings confirm that employees who perceive training as effective are more likely to feel supported by their organization and experience greater job satisfaction. Perceived organizational support also demonstrates a substantial and statistically significant positive effect on service job satisfaction ($\beta = 0.538$, $t = 6.538$, $p < 0.001$), thereby supporting H3. Furthermore, the mediating role of POS is validated in H4, where the indirect

path from training effectiveness to job satisfaction via POS is significant (β = 0.349, t = 6.279, p < 0.001). This suggests that employees' satisfaction is not only shaped by the training itself but also by how that training is interpreted as an indicator of organizational care and support.

In contrast, H5, which posits a direct effect of employee tenure on job satisfaction, is not supported. The path from tenure to satisfaction was found to be statistically insignificant (β = 0.076, t = 1.348, p = 0.178), indicating that tenure alone does not directly affect how satisfied employees feel in their service roles. However, the moderation hypotheses are both supported. The interaction between training effectiveness and tenure (H5a) shows a significant positive effect on job satisfaction (β = 0.339, t = 4.014, p < 0.001), suggesting that employees with longer tenure benefit more from training programs in terms of satisfaction outcomes. This reinforces the idea that accumulated organizational experience amplifies the perceived value of training. On the other hand, the interaction between perceived organizational support and tenure (H5b) yields a significant adverse effect on job satisfaction (β = −0.361, t = 4.082, p < 0.001), implying that the influence of organizational support on satisfaction diminishes as tenure increases. This could reflect adaptation effects, wherein long-tenured employees become less sensitive to organizational gestures due to stabilized expectations. These results are summarized in Table 3, which presents the path coefficients (β), t-values, p-values, and hypothesis test outcomes:

Table 3. Structural Model Results

Path	β	t-value	p-value	Result
H1: Training Effectiveness → Perceived Organizational Support	0.650	11.576	0.000	Supported
H2: Training Effectiveness → Service Job Satisfaction	0.366	4.764	0.000	Supported
H3: Perceived Organizational Support → Service Job Satisfaction	0.538	6.538	0.000	Supported
H4: Training Effectiveness → Perceived Organizational Support → Service Job Satisfaction	0.349	6.279	0.000	Supported
H5: Employee Tenure → Service Job Satisfaction	0.076	1.348	0.178	Not Supported
H5a: Training Effectiveness × Tenure → Service Job Satisfaction	0.339	4.014	0.000	Supported
H5b: Perceived Organizational Support × Tenure → Service Job Satisfaction	-0.361	4.082	0.000	Supported

Source: Research data, 2025

These findings strengthen the theoretical model by confirming both the mediating role of perceived organizational support and the moderating role of tenure. The interaction effects suggest that career stage influences how employees respond to organizational practices, supporting the inclusion of tenure as a boundary condition in the Social Exchange Theory framework.

Discussion

This study examined the influence of training effectiveness on service job satisfaction among front-line employees of boutique hotels in West Java, with perceived organizational support (POS) as a mediating variable and employee tenure as a moderator. The findings offer empirical support for the theoretical assumptions of Social Exchange Theory (SET), which posits that positive organizational practices—such as practical training—generate a sense of obligation and reciprocal commitment among employees (Ahmad et al., 2023).

First, the significant positive relationship between training effectiveness and POS underscores the idea that training is not solely instrumental for skill enhancement but also symbolic of organizational care. Employees who perceive training programs as relevant, structured, and applicable tend to interpret them as relational investments from the organization, strengthening their perception of support (To & Leung, 2023; Pinnington et al., 2023). In hospitality contexts, where employees must continually meet evolving service demands, such training fosters psychological safety and communicates long-term commitment from management. Consistent with (Elfiky et al., 2021), the current findings reaffirm that well-delivered training not only builds technical competence but also enhances morale and trust in leadership.

The direct effect of training effectiveness on service job satisfaction supports the view that meaningful learning experiences contribute to employees' sense of achievement and self-efficacy (Sesen & Ertan, 2021; Dixit & Sinha, 2020). In boutique hotels—where service delivery is highly personalized and emotionally demanding—practical training fosters not just technical proficiency but also emotional resilience and intrinsic motivation. These findings align with the human capital perspective, where investment in people translates into enhanced engagement and service performance (Çavuş et al., 2025; Urbancová et al., 2021).

A core contribution of this study lies in confirming the mediating role of POS in the relationship between training effectiveness and job satisfaction. This mechanism aligns with SET by illustrating how employees internalize training as a form of organizational goodwill, prompting affective responses such as gratitude, trust,

and increased satisfaction (Thomas & Gupta, 2021; Abdullahi et al., 2024). In this way, POS serves as a psychological bridge between developmental HR practices and favorable job attitudes. Prior studies by (Rhoades & Eisenberger, 2002; Al-Refaei et al., 2024) similarly underscore that support perceptions buffer against the strains of front-line service work, making employees more resilient and satisfied.

The moderating role of tenure provides further nuance to the training–support–satisfaction nexus. Although tenure alone does not directly predict job satisfaction, it amplifies the positive effects of both training effectiveness and POS on satisfaction. This suggests that longer-tenured employees may interpret training and support within a broader historical context of their relationship with the organization, thus strengthening their response to such interventions (Simmons et al., 2022; Tang et al., 2024). Conversely, the weaker effect of POS on satisfaction among long-tenured employees may reflect adaptation or reduced sensitivity to recurring forms of support, as their expectations become more stabilized over time (Ng & Feldman, 2010; Soeprapto et al., 2024).

These findings carry important implications for relational human resource management in boutique hotels. Unlike large hotel chains, boutique hotels operate with leaner teams, closer employee–guest interactions, and more personalized managerial styles (Yu et al., 2024; Crossman, 2024). In such settings, the quality of training and perceived managerial support become pivotal in shaping service behavior and guest satisfaction. Research by (Jin et al., 2021; Jung et al., 2023) similarly emphasizes that employee well-being and perceived care in service environments enhance pro-social and customer-oriented behaviors—key outcomes in the boutique hospitality sector.

In the Indonesian hospitality context, relational dynamics may be further influenced by cultural norms rooted in collectivism and high-context communication. As suggested by (Djajasinga et al., 2021; Mariyanti et al., 2020), employees are more likely to evaluate managerial actions through a relational lens, prioritizing fairness, emotional support, and interpersonal harmony. This cultural predisposition enhances the impact of POS and training when delivered with care and sincerity. The significant mediation and moderation effects observed in this study may thus reflect a cultural amplification of social exchange mechanisms in employee–organization relationships.

Lastly, this study contributes to the growing literature on sustainable human resource practices in emerging markets. Consistent with the arguments of (Kaliannan et al., 2023; Njoroge et al., 2019), developmental HR strategies that combine skill-building with emotional support foster long-term organizational sustainability through enhanced job satisfaction, lower turnover, and improved service consistency. In boutique hotels, where employee retention and service quality are critical to brand differentiation, this study offers a practical roadmap: invest in purposeful training and cultivate supportive work climates, especially attuned to employees' tenure and career stage.

Theoretical Contributions and Future Research

This study contributes to the theoretical refinement of Social Exchange Theory (SET) by introducing employee tenure as a boundary condition that shapes the strength of reciprocal exchanges in the workplace. Specifically, tenure moderates how training and perceived support influence satisfaction, offering a more dynamic view of SET in applied service contexts. The research also reinforces the role of perceived organizational support as a psychological mechanism through which developmental HR practices, such as training, influence affective employee outcomes. By focusing on the underexplored context of boutique hotels in an emerging economy, the study adds to the literature on relational HRM and sustainable service management. It demonstrates how strategic HR practices, when designed with relational sensitivity and contextual awareness, can produce both employee-centric and performance-driven outcomes.

Future studies may advance these insights by conducting cross-cultural or cross-sectoral comparisons, examining whether these mechanisms hold in different hospitality settings or in other service industries. Moreover, researchers may explore additional moderators such as leadership styles, psychological capital, organizational justice, or work–life balance, which could further explain variance in employee responses. Longitudinal designs are also encouraged to track how perceptions of training and support evolve across different phases of employee tenure, providing a more comprehensive understanding of long-term HR impacts.

Managerial Implications

The findings of this study provide actionable guidance for hotel managers and human resource practitioners seeking to improve service quality through employee development strategies. First, the strong impact of training effectiveness on both perceived organizational support and job satisfaction underscores the importance of investing in training programs that are not only technically sound but also contextually relevant,

operationally aligned, and psychologically meaningful. Training that resonates with employees' daily responsibilities and long-term goals signals organizational commitment and fosters deeper engagement. Second, cultivating a supportive organizational climate is essential. Managers should implement consistent recognition practices, deliver constructive feedback, and uphold fairness in supervisory interactions. These relational cues strengthen employees' perceptions of being valued, which in turn enhances satisfaction and loyalty—particularly critical in the emotionally demanding environment of boutique hotels.

Third, the moderation effect of employee tenure suggests that HR strategies should be differentiated based on career stage. Newer employees may benefit more from structured onboarding, hands-on training, and closer supervision, while more experienced staff may require advanced development opportunities, leadership roles, or autonomy in decision-making. Such tailored approaches acknowledge the evolving needs of employees and can improve both retention and performance outcomes. In boutique hotel contexts—characterized by intimate service delivery, high guest interaction, and lean organizational structures—these HR practices are not merely supportive but strategic. Practical training and a favorable work climate directly contribute to enhanced customer experience, service consistency, and long-term brand equity.

CONCLUSION

This study confirms that training effectiveness and perceived organizational support (POS) are critical drivers of service job satisfaction among front-line employees in boutique hotels. Employees who perceive training as meaningful and applicable not only enhance their capabilities but also develop stronger affective bonds with their organization. This sense of being valued translates into higher satisfaction, aligning with the core propositions of Social Exchange Theory—that organizational investment fosters reciprocal positive attitudes and behaviors. Importantly, the findings highlight that POS mediates the relationship between training and satisfaction, indicating that training programs function not only as tools for skill development but also as symbolic expressions of organizational care. When employees view training as a signal of appreciation, they are more likely to internalize organizational values and remain committed to high service standards. The role of employee tenure adds further nuance to this dynamic. Although tenure does not directly affect satisfaction, it significantly moderates the impact of training and POS. Long-serving employees may interpret support and training differently from newer staff, suggesting that HR interventions should be tailored to tenure profiles. For instance, seasoned employees may require advanced development opportunities and recognition mechanisms, while newer hires benefit more from structured training and close managerial guidance.

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