

MEASURING ROI FOR TRAINING AND DEVELOPMENT FOR LEADERSHIP  
ROLE INTERVENTIONS IN ONLINE TRAVEL AGENCIES (OTA)

by

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## **Dedication**

This dissertation is dedicated to my parents, the unwavering pillars of my life, whose sacrifices, determination, and boundless love have shaped the person I am today.

Growing up in the humble surroundings of the Mumbai slums, life was a constant struggle to make ends meet. Neither of my parents had fixed jobs, yet their commitment to our education remained steadfast. Month after month, despite financial difficulties that often left me standing outside the classroom for unpaid fees, they never wavered in their resolve to ensure their three children could dream of and achieve better futures.

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This dissertation is also dedicated to my wife, whose unconditional support and love have empowered me to focus on my growth. Your belief in me and our meaningful conversations have inspired me to push boundaries, challenge myself, and strive to become the best version of myself. Without your strength and encouragement, this journey would not have been possible.

To my son, whose competitive spirit in academics and chess at the national level has been a source of immense pride and inspiration. Your youthful curiosity and resilience remind me to think young, embrace challenges, and not take life too seriously, even amidst its complexities.

This dissertation is a testament to the incredible legacy of my parents, the unwavering support of my family, and the love that has surrounded me at every step. It is through their sacrifices, encouragement, and belief in me that I have reached this milestone.

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ABSTRACT

MEASURING ROI FOR TRAINING AND DEVELOPMENT FOR LEADERSHIP  
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This dissertation explores the impact of leadership training programs on organizational performance within Online Travel Agencies (OTAs). As OTAs operate in a dynamic and competitive environment, effective leadership fosters innovation, enhances customer service, and improves team collaboration. The research evaluates the influence of leadership training on employee engagement, team dynamics, employee performance, and customer service efficiency to identify actionable strategies for improving these programs.

The study employs a mixed-methods approach, gathering data from 211 respondents across diverse geographical regions and organizational sizes. The research analyzes metrics such as motivation, job satisfaction, productivity, and customer satisfaction using structured questionnaires and organizational records. Statistical methods, including paired t-tests and chi-square analyses, alongside the Phillips ROI Methodology, quantify the training's tangible and intangible impacts.

Key findings reveal that leadership training significantly boosts employee engagement, with 64% to 78% of respondents reporting improved motivation, alignment with organizational goals, and job satisfaction. Enhanced team collaboration and communication were observed, with 56% to 61% of respondents acknowledging better teamwork, trust, and conflict resolution. Employee performance metrics, including productivity, task efficiency, and work quality, improved for 51% to 61% of participants, while customer service efficiency saw notable gains, with 51% to 64% reporting improved responsiveness, satisfaction, and loyalty.

Despite these positive outcomes, neutral responses ranging from 19% to 37% indicate training relevance and practical application gaps. The study recommends tailored content, real-world scenarios, and regular follow-ups to address these challenges and ensure sustained improvements.

This research highlights the critical role of leadership training in driving organizational success in OTAs. By addressing identified gaps and leveraging tailored strategies, OTAs can develop a more engaged, collaborative, and high-performing workforce, ensuring long-term competitiveness in a rapidly evolving industry. The findings provide a foundation for future studies to refine leadership development practices across diverse organizational contexts.



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## CHAPTER I: INTRODUCTION

### **1.1 Introduction**

The online travel agency (OTA) industry has experienced notable transformations due to technological advancements and changes in consumer behaviour. OTAs have become a significant force within the travel sector, providing convenience and accessibility. They allow consumers to compare and book travel products through a single platform, including flights, accommodations, and car rentals. This digital convenience has altered the travel planning landscape and impacted traditional travel agencies.

The industry is marked by intense competition, with leading OTAs consolidating their market share to form “mega OTAs” that integrate physical, digital, and personal experiences to accommodate diverse consumer preferences. However, OTAs encounter challenges such as consumer concerns regarding privacy and security and perceptions about the value they provide.

#### **1.1.1 Evolution of Online Travel Agencies (OTAs)**

The evolution of OTAs is primarily attributed to the rapid adoption of digital technology, which has facilitated the expansion of offerings and personalization of user experiences. Artificial intelligence (AI) integration has transformed the industry by enabling tailored recommendations and improved customer engagement. The increasing tech-savviness of younger generations, particularly Generation Y, has contributed to the evolution of the OTA market, as these consumers often seek innovative features like social media integrations and AI-driven tools. Additionally, OTAs are shifting from traditional intermediary roles to dynamic platforms that combine online and offline services, reflecting broader consumer and technological trends. This evolution has

enhanced customer experiences and allowed OTAs to sustain competitiveness in a saturated market (Wu et al., 2023)

### **1.1.2 Importance of Leadership in OTAs for Organizational Success.**

Online travel agencies (OTAs) utilize leadership to address various challenges, including customer retention, digital innovation, and market expansion, by implementing strategies that correspond with core objectives and market conditions. Leadership is integral in promoting innovation and adaptability within an industry influenced by rapid technological advancements and changing consumer preferences. Effective leaders in OTAs emphasize customer-centric approaches, operational efficiencies, and innovation to differentiate services and retain customers. For example, the focus on digital leadership in OTAs often includes developing AI-driven personalization tools and data analytics to provide tailored experiences and enhance user engagement, which is relevant to customer retention challenges (Wasono & Furinto, 2018).

OTAs adopt leadership-driven strategies that merge advanced technology with strategic market insights to navigate the competitive landscape. These leaders promote using big data analytics and machine learning to assess customer behaviour and refine service offerings, which can lead to enhanced customer satisfaction and loyalty. Such innovations allow OTAs to anticipate market trends better and address consumer demands effectively. Moreover, strategic partnerships and collaborations initiated by leadership enable OTAs to expand into new markets while maintaining competitiveness in existing ones. Collaborations with travel suppliers, technology providers, and marketing partners contribute to increased reach and brand strength, facilitating sustained market expansion (Andreassen, 2024).

Beyond technological progress, OTA leadership also emphasizes organizational adaptability and resilience in facing industry disruptions. This includes fostering a culture



of innovation, encouraging cross-functional teamwork, and aligning organizational goals with changing customer needs. This approach helps OTAs remain responsive to challenges such as digital disruptions and the rise of alternative travel booking platforms. Through effective leadership and strategic decision-making, OTAs are positioned to sustain growth, retain customers, and drive innovation in a competitive industry (Lin et al., 2020).

### **1.1.3 Leadership Training for Competitive Advantage in OTAs**

Leadership training and development programs for online travel agencies (OTAs) address the industry's specific needs by fostering skills relevant to its dynamic and competitive landscape. These programs focus on developing leadership competencies that assist managers and executives in navigating challenges such as customer engagement, technological advancements, and market growth. A key area of emphasis is digital leadership, which is important for driving innovation and implementing technologies like AI and big data analytics aimed at optimizing customer experiences and personalizing offerings (Mu et al., 2021).

Additionally, leadership development programs in OTAs are designed to enhance knowledge management and strategic decision-making. Training often incorporates collaborative tools and digital solutions, enabling leaders to manage substantial data and utilize insights to improve service offerings and market responsiveness. This prepares leaders to effectively manage operational efficiency and customer-focused innovations (Pinto & Peres, 2023). Experiential learning methods, including project-based assignments and cross-functional collaborations, are increasingly included to help leaders develop problem-solving and adaptive skills necessary for success in the OTA environment (McCall, 2004).

These programs also focus on integrating soft skills, such as conflict resolution and effective team leadership. These skills are essential for fostering collaboration and maintaining high-performing teams in a sector characterized by rapid technological changes and intense competition. By combining technological proficiency with interpersonal skills, training programs prepare OTA leaders to address the demands of an evolving market and support sustainable growth (Hall & Broyles, 2016).

#### **1.1.4 Return on Investment (ROI)**

Return on investment (ROI) is a key metric for evaluating the effectiveness of training and development programs, particularly in leadership interventions for online travel agencies (OTAs). In the competitive and rapidly evolving OTA industry, measuring the impact of leadership training on business outcomes is important.

Research indicates that leadership training programs can influence employee retention and performance, which is directly related to financial results. Effective leadership development has been shown to reduce employee turnover and contribute to a more productive work environment. For example, programs focusing on managerial proficiency have produced an ROI of \$3.86 for every dollar invested, reflecting a net benefit of 286% (Rohs, 2004).

In the context of OTAs, where innovation and customer engagement are crucial, ROI offers a quantitative method to assess how leadership training supports business objectives. Leadership training can enhance the implementation of technological innovations such as AI and data analytics, essential for customer personalization and operational efficiency. ROI analyses in comparable sectors have shown returns ranging from modest gains to over 200%, depending on the training's focus and alignment with organizational goals (Avolio et al., 2010).

Additionally, ROI frameworks assist OTAs in strategically directing resources toward leadership programs that offer the highest returns. By comparing various training methodologies—such as online, instructor-led, or blended formats—organizations can identify the most cost-effective strategies for achieving their objectives. Evidence suggests that optimizing training delivery methods can enhance ROI, ensuring that investments in leadership development align with broader organizational strategies (Leone, 2014).

## **1.2 Emerging Trends in the OTA Sector**

The online travel agency (OTA) sector is experiencing rapid evolution, driven by technological innovation, shifting consumer preferences, and global challenges. Leadership in this industry faces increasing pressure to adapt to these trends while ensuring competitiveness and growth. Emerging technologies like artificial intelligence (AI) and big data are revolutionizing customer engagement and operational strategies, while consumer expectations for personalized and sustainable travel options are reshaping service delivery. Simultaneously, remote work, global team management, and the push for ethical practices introduce new dimensions to leadership priorities. To navigate these dynamics, OTAs must invest in leadership development programs that prepare leaders to address the sector's unique and rapidly evolving challenges.

### **1.2.1 Technological Advancements and Leadership Requirements**

Recent technological advancements in artificial intelligence (AI), big data analytics, and digital transformation have reshaped the leadership landscape in online travel agencies (OTAs). Leaders are now presented with the exciting opportunity to integrate these advanced technologies into their strategic decision-making processes, ultimately enhancing customer engagement and optimizing operations to drive innovation.

AI-enabled personalization empowers OTAs to create tailored customer experiences. It emphasizes leadership skills in managing AI-driven workflows and ensuring robust data governance. This involves effectively leveraging predictive analytics to anticipate customer needs and implementing automation that streamlines booking processes and customer support (Avolio et al., 2010).

Moreover, digital transformation offers innovative tools that facilitate collaboration and scalability, making it essential for leaders to manage technological disruptions adeptly. Training programs increasingly incorporate modules on digital fluency and technology adoption strategies, equipping leaders with the skills to navigate challenges like cybersecurity risks and technology integration into legacy systems. This proactive approach enables leaders to address current challenges and drive future success in a rapidly evolving digital landscape (Mu et al., 2021).

### **1.2.2 Customer Trends and Leadership Training Priorities**

Customer expectations are evolving toward a demand for hyper-personalized and real-time service delivery, prompting a shift in priorities for leadership training. Today's consumers seek seamless, omnichannel experiences across multiple platforms, encouraging leaders to innovate continuously and effectively manage diverse digital ecosystems. This transition highlights the importance of developing customer empathy and adaptability as crucial leadership competencies. Leaders in online travel agencies (OTAs) are encouraged to create customer-centric strategies that leverage social media analytics, enhancing engagement and fostering trust through transparency in pricing and services (Talwar et al., 2020).

To meet these changing demands, leadership training programs increasingly emphasize emotional intelligence, digital communication skills, and expertise in real-time data analysis. This training prepares leaders to be responsive and cultivates resilience in

navigating customer-facing challenges, such as travel disruptions or service outages (Geerts, 2024).

### **1.2.3 Market Dynamics and Leadership Development Needs**

The Online Travel Agency (OTA) industry is marked by intense competition and rapidly evolving market dynamics, which compel industry leaders to cultivate robust competencies centred around strategic foresight and innovation. In recent years, the emergence of direct booking channels—made increasingly accessible through technological advancements—and the rise of price-sensitive consumer behaviour have posed significant challenges for OTAs. As a result, it has become essential for these agencies to differentiate themselves in a saturated market. One practical approach is to enhance service quality and innovate offerings that resonate with modern traveller expectations.

Leaders within OTAs play a crucial role in guiding their teams toward creating compelling value propositions. This involves balancing leveraging cutting-edge technology and maintaining meaningful human interactions. For example, OTAs can enhance customer experiences by providing personalized travel itineraries tailored to individual preferences or by integrating eco-friendly travel options that appeal to environmentally conscious consumers. Such initiatives cater to diverse customer needs and build brand loyalty in an increasingly competitive landscape (Lv et al., 2020).

Leadership development programs within OTAs have evolved significantly to address these challenges and opportunities. These programs now encompass various critical areas, including scenario planning, which allows leaders to visualize potential future market conditions; competitive intelligence, which aids in understanding and anticipating competitor actions; and adaptive strategy development, which empowers leaders to adjust their strategic direction based on real-time insights. By enhancing these

skills, OTA leaders are better equipped to foresee market changes, proactively respond to emerging threats or seize new market opportunities (Rohs, 2004). This forward-thinking approach is vital for sustaining growth and relevance in a constantly shifting travel industry.

#### **1.2.4 Role of Digital Transformation and AI in Leadership Strategies**

The advent of artificial intelligence (AI) and the ongoing digital transformation are playing crucial roles in reshaping leadership strategies within online travel agencies (OTAs). AI technologies significantly equip leaders to enhance operational efficiencies across various facets of their organizations. For instance, implementing AI-powered tools, such as chatbots and virtual assistants, has proven highly effective in streamlining customer service operations. These tools minimize response times to customer inquiries and enhance customer satisfaction by providing immediate, accurate information. AI-driven analytics offer profound insights that assist leaders in making informed strategic decisions regarding pricing models and targeted marketing campaigns. These tools can identify trends and customer preferences by analyzing vast amounts of data, enabling OTAs to tailor their offerings effectively and maintain a competitive edge in the market (Pinto & Peres, 2023).

Leaders must embrace a collaborative mindset to integrate AI into organizational workflows successfully. This involves fostering cross-functional teamwork and ensuring that all stakeholders—from IT specialists to customer service teams—are aligned in their efforts to harness the full potential of AI technologies. While automation can bring numerous advantages, leaders must also navigate the complexities of maintaining appropriate human oversight. This balance is critical to ensure that the benefits of automation do not compromise the quality of service or ethical standards. In today's rapidly evolving digital landscape, leadership training programs have evolved to

incorporate key competencies such as AI literacy and an understanding of ethical considerations surrounding AI use. This new approach equips leaders with the necessary skills to address emerging challenges, including algorithmic bias, which can skew decision-making processes and concerns related to data privacy, which is paramount in maintaining consumer trust. By cultivating these competencies, leaders can effectively guide their organizations through the nuances of AI integration and ethical governance, ensuring sustainable and responsible growth in the digital age (Avolio et al., 2010).

### **1.2.5 Adapting Leadership Training for a Competitive and Remote Landscape**

In the dynamic and rapidly changing landscape of the Online Travel Agency (OTA) sector, adaptable and practical leadership is paramount. The swift pace of technological advancements and market changes highlights leaders' need to develop a broad and versatile skill set. Training programs in this sector are thoughtfully designed to enhance capabilities such as change management, enabling leaders to confidently and efficiently guide their teams through transitions. These programs strongly emphasize innovation-driven leadership, empowering leaders to not only react to changes but also to proactively seek and implement innovative strategies. Additionally, fostering a culture of continuous learning is vital, as it equips employees to embrace new ideas and approaches, nurturing a mindset focused on ongoing improvement and agility (Geerts, 2024).

A significant aspect of these leadership development initiatives is building organizational resilience. In an era of unpredictability, leaders are equipped with the skills to navigate challenges, including large-scale events like pandemics and geopolitical shifts. They learn to implement strategies that ensure operational continuity during disruptions while cultivating a workplace culture that values adaptability and collaborative problem-solving during difficult times (Nemec, 2018).

Moreover, the rise of remote work and globally distributed teams presents unique growth opportunities alongside specific challenges that leaders must address. Effective leaders must utilize various virtual collaboration tools that enhance communication and teamwork across different time zones and locations. This requires a solid understanding of cross-cultural communication techniques to bridge potential gaps from diverse backgrounds and perspectives. Leaders must also be proactive in tackling employee isolation and miscommunication issues, creating strategies that promote inclusivity and a shared sense of purpose among remote teams. These efforts are essential for maintaining high levels of engagement and motivation in an environment where face-to-face interactions may be limited (Leone, 2014).

#### **1.2.6 Sustainability and Ethical Practices**

Sustainability and ethical practices are emerging as vital components of leadership in Online Travel Agencies (OTAs), presenting a valuable opportunity for organizations to adapt to consumers' evolving demands. As travellers become more conscious of their environmental and social impact, leaders are encouraged to incorporate sustainability into their organizational strategies seamlessly.

Leadership training programs progressively focus on developing frameworks centred around sustainable tourism, ethical decision-making, and robust corporate social responsibility (CSR) initiatives to facilitate this integration. By equipping leaders with these essential skills, organizations can empower them to navigate the complexities of modern travel with a strong commitment to sustainability.

As leaders foster a culture that prioritizes sustainable practices, they position their businesses to meet global sustainability goals and enhance their brand reputation in an increasingly competitive market. This strategic alignment helps build trust among stakeholders, including customers, employees, and local communities, contributing to a



more resilient and responsible travel industry. Embracing sustainability is not just a reaction to consumer demands; it is an opportunity for OTAs to create a positive impact, benefiting both their organizations and the planet as a whole (Lv et al., 2020).

In conclusion, the OTA industry's evolving landscape necessitates a comprehensive approach to leadership development. Leadership training programs can prepare OTA leaders to navigate complex environments and drive sustainable growth by addressing technological advancements, customer expectations, market dynamics, and global challenges. Integrating digital transformation, AI, remote work strategies, and sustainability into leadership frameworks ensures leaders remain adaptive and visionary in this competitive sector.

### **1.3 Building Adaptive Leaders Through Training Programs**

Adaptability is a key ability for online travel agency (OTA) industry leaders. This field constantly changes with new technology, shifting market conditions, and changing customer preferences. Leaders need to be skilled in various areas, such as using new technologies, thinking strategically, understanding emotions (both their own and others'), and being resilient in the face of challenges. These skills help them recognize upcoming trends, embrace innovative technologies like artificial intelligence, and adjust their company goals as the market evolves. By being adaptable, OTA leaders can successfully navigate uncertainties and take advantage of new opportunities to stay ahead of the competition.

Effective leadership training programs are essential in cultivating adaptability among OTA leaders. These programs are designed to bridge the gap between traditional management techniques and the evolving requirements of the digital landscape. By incorporating experiential learning methods like simulations and role-playing scenarios, leaders gain valuable experience in addressing potential market disruptions, which allows

them to experiment with strategies in a risk-free setting. Additionally, real-time feedback and mentorship from experienced industry professionals significantly enhance leaders' problem-solving and decision-making skills. This support is particularly beneficial as they navigate challenges such as integrating blockchain technology for secure bookings and leveraging AI-driven personalized marketing approaches (McCall, 2004).

Adaptability enhances leadership effectiveness within online travel agencies (OTAs) by significantly boosting organizational agility and customer engagement. Leaders who excel in adapting to external pressures can quickly adjust strategies, ensuring their organizations stay aligned with evolving consumer expectations and technological advancements. For instance, during the COVID-19 pandemic, innovative OTA leaders who embraced the swift adoption of virtual reality (VR) tours were able to maintain consumer interest and sustain sales, even amid challenges. Additionally, adaptable leaders cultivate a culture of innovation within their teams, encouraging employees to embrace change and contribute creative solutions (Avolio et al., 2010).

Training methodologies that focus on continuous learning and personalized instruction play a crucial role in fostering adaptability. Blended learning models, which integrate traditional classroom environments with AI-driven platforms, offer scalable and interactive training that caters to the unique needs of individual leaders. By incorporating gamification and interactive modules, these approaches effectively simulate real-world challenges, significantly enhancing engagement and the retention of essential skills. This ensures that leaders not only grasp the significance of agility but also gain practical tools to apply it in their roles. Furthermore, collaborative training models, including peer learning and cross-functional projects, provide leaders with diverse perspectives, further strengthening their ability to adapt to complex environments (Leone, 2014).

To effectively address the unique challenges OTAs face, it is important to design leadership training programs incorporating sector-specific scenarios. These programs should focus on essential skills such as managing digital customer experiences and optimizing multi-channel distribution systems. Emphasizing data-driven decision-making and consumer analytics will further enhance leaders' ability to refine digital platforms, ensuring seamless customer journeys. Given the fast-paced nature of the OTA industry, it is crucial for training initiatives to prioritize time-sensitive decision-making and the swift implementation of technological solutions, enabling organizations to stay competitive in a dynamic market (Pinto & Peres, 2023).

Developing adaptive leaders through targeted training initiatives offers a multitude of organizational benefits that are both extensive and measurable. These advantages include enhanced responsiveness to market changes, improved financial performance through effective cost management and increased customer retention, and cultivating a culture of innovation that propels the organization forward. Research indicates that organizations that invest in fostering leadership adaptability can expect substantial returns; one study even reported a remarkable 286% return on investment from leadership training programs. Moreover, adaptive leaders play a vital role in boosting team morale, encouraging collaboration, and driving higher levels of employee engagement, ultimately leading to exceptional customer service and satisfaction (Rohs, 2004).

The impact of adaptive leadership on team dynamics and customer satisfaction is significant. Leaders who exemplify adaptability can motivate their teams to embrace change, creating a shared sense of purpose and resilience. This collaborative atmosphere encourages innovative problem-solving, enabling teams to meet customer needs effectively. Additionally, adaptive leaders are skilled at utilizing customer feedback to

tailor their offerings, which enhances customer loyalty—an essential factor in the competitive OTA market (Talwar et al., 2020).

In the long term, cultivating adaptive leaders significantly enhances the resilience and competitiveness of OTAs. Organizations with flexible leadership can effectively manage crises, maintain growth during market fluctuations, and leverage technological advancements. This leadership quality fosters a reputation for innovation and dependability, attracting both customers and top talent. As a result, it positions the OTA as a market leader, well-equipped to navigate the challenges of an ever-evolving industry landscape (Geerts, 2024).

#### **1.4 Understanding ROI in Leadership Training for OTAs**

For online travel agencies (OTAs), leadership training is crucial for remaining competitive in a rapidly changing market where adaptability is essential. Evaluating return on investment (ROI) means assessing how leadership programs lead to measurable outcomes, such as stronger team dynamics, improved productivity, and enhanced customer experiences. The ROI of leadership training programs in online travel agencies (OTAs) can be effectively measured by employing a structured, data-driven approach that combines financial, operational, and qualitative metrics. Leadership training programs must be aligned with organizational objectives such as improving customer satisfaction, enhancing operational efficiency, and fostering innovation. To begin, baseline data must be collected before the training to provide a benchmark for measuring changes. Employee productivity, customer satisfaction scores, and financial performance should be tracked to evaluate the training's effectiveness. This approach ensures that any observed improvements can be attributed directly to the training program (Barnett & Mattox, 2010).

The Kirkpatrick Four-Level Training Evaluation Model is a widely used framework for evaluating training programs. This model assesses training at four levels: participant satisfaction, knowledge acquisition, application of skills in the workplace, and overall organizational impact. For instance, satisfaction surveys can gauge immediate participant feedback, while post-training assessments can evaluate whether participants acquired the intended skills. Furthermore, behavioural assessments can determine how well participants apply these skills on the job, and results-level evaluations focus on measuring the impact on organizational outcomes such as revenue growth or cost reduction (Jonny, 2016).

Quantifying the financial aspects of training programs is essential for calculating ROI. Total costs, including direct expenses like trainer fees and indirect costs such as employee time, must be compared to measurable benefits such as increased revenue or reduced operational inefficiencies. The ROI formula, which divides net benefits by total costs and multiplies by 100, provides a precise financial measure of the program's effectiveness. Additionally, longitudinal assessments that track these metrics over time can capture delayed benefits, which is common in leadership development programs (Teixeira & Pereira, 2015).

One effective method for isolating the impact of training programs is using control groups. These groups provide a comparison that helps attribute observed improvements specifically to the training intervention. This approach ensures that external factors such as market trends or unrelated organizational initiatives do not skew results. For example, a control group of employees who did not receive the training can be compared against those who did to evaluate differences in performance and outcomes (Matalonga & Gilabert, 2012).

Key indicators of successful leadership training programs include improved employee retention, increased customer satisfaction, and revenue growth. Effective leadership development fosters better workplace environments, reducing turnover and associated recruitment costs. Enhanced leadership skills also improve customer interactions, resulting in higher satisfaction scores and repeat bookings. Additionally, well-executed training programs contribute to operational efficiency, as leaders make better decisions and manage teams more effectively, reducing errors and increasing productivity. Metrics such as time-to-completion for projects and employee engagement scores also reflect the success of these interventions (Baxter et al., 2014).

In conclusion, a structured approach that includes pre-training benchmarks, established evaluation frameworks, and a focus on tangible outcomes ensures effective ROI measurement for leadership training programs in OTAs. By tracking relevant metrics such as financial performance, customer satisfaction, and employee engagement, OTAs can align training investments with organizational goals and demonstrate measurable returns on these programs.

### **1.5 Research Problem**

One of the significant challenges faced by online travel agencies (OTAs) is evaluating the effectiveness of leadership training. Management training is essential for organizational success; however, measuring its impact remains difficult. OTAs invest significantly in training programs to enhance leadership competencies but encounter challenges in determining whether these programs achieve the desired results.

Unlike other business processes that yield short-term observable effects, leadership development focuses on long-term factors, team dynamics, and changes in employee behaviour, particularly among those who interact with customers. The

challenge involves demonstrating improvements by linking them to evaluation factors that can be associated with the training.

Another issue for OTAs is the high cost of leadership training, with a need for evident returns on investment. These programs often involve expenses such as trainer fees, preparation of materials, and time spent in training, which can detract from regular work hours. Given the low margins in the OTA sector, justifying these expenses requires visible improvements in staff performance, retention rates, or customer satisfaction. However, these benefits may coexist with other activities, making establishing clear, measurable outcomes challenging. For example, while leadership training may enhance staff relations or increase employee motivation, quantifying these outcomes using standard Key Performance Indicators can be difficult. Consequently, leaders may face challenges in assessing whether their investment in leadership training is effective.

Additionally, OTAs encounter difficulties due to the lack of a well-defined index for the return on investment (ROI) related to leadership development. Although leadership training is recognized as a valuable investment in many organizations, many lack effective methods for measuring the returns from such initiatives. Standard ROI models that apply well to financial or operational projects may not be suitable for leadership training, including tangible and intangible factors such as improved decision-making, increased employee motivation, and stronger customer relationships. This complexity complicates the application of traditional ROI models.

As a result, OTAs experience specific challenges when assessing the outcomes of leadership training. The absence of clear guidelines for calculating ROI can also make it difficult for organizations to make decisions regarding the continuation, expansion, or modification of their leadership programs.

In summary, the research problem focuses on the challenges OTAs face in measuring the outcomes of leadership training, managing high training costs, demonstrating tangible returns, and the lack of efficient tools for analyzing the ROI of leadership development programs.

### **1.6 Purpose of Research**

This research aims to understand and explain the contribution of leadership training to organizational development and advancement. We aim to determine how leadership training can enhance organizational effectiveness by improving employee participation, productivity, and the organization's ability to respond to environmental changes.

This research will examine the factors that make leadership training effective and explore how different training methods, such as workshops and online courses, can be applied successfully. Additionally, we seek to assess the effectiveness of leadership training on organizational performance, including performance improvements, strengthening organizational culture and enhanced financial outcomes, which are some of the long-term benefits.

Furthermore, the research will analyze the barriers to leadership training and propose possible solutions to these challenges. By doing so, we hope to highlight the significance of leadership training in developing practical, innovative, and thriving organizations. The findings will also provide valuable insights for organizations looking to establish efficient leadership development initiatives.

### **1.7 Significance of the Study**

This research underscores the significance of leadership training as a cornerstone for the success and sustainability of Online Travel Agencies (OTAs). In light of the travel industry's dynamic nature, effective leadership is essential for navigating challenges and



harnessing opportunities that arise as the industry evolves. The transition towards enhanced performance heavily relies on individual growth through leadership training programs, which have positively impacted innovation, employee engagement, and overall organizational effectiveness.

The study presents a measurement approach for Return on Investment (ROI) that offers a structured framework for evaluating the impacts of leadership training initiatives. By illustrating both the economic and non-economic benefits of these programs, OTAs can make well-informed decisions about their investments in leadership development. The findings emphasize the necessity for high-quality, well-organized, and adaptable training that aligns with the organization's strategic objectives to meet the challenges faced by OTAs.

In conclusion, the recommendations highlight that OTAs should focus on leadership training that encourages a collaborative culture. Such cultural improvements stem directly from effective leadership practices. By building robust leadership pipelines, OTAs can strengthen their strategic position within the constantly changing travel industry. The insights drawn from this research provide best practices and actionable solutions to help OTAs enhance their leadership initiatives and achieve enduring performance and success.

### **1.8 Research Purpose and Questions**

- How does leadership training influence employee engagement levels in online travel agencies (OTAs), and what measurable changes can be observed following these training interventions?
- What impact does leadership training have on team collaboration and communication within OTAs, and how can these changes be assessed over time?

- How does leadership training affect key employee performance metrics in OTAs, such as productivity, task efficiency, and job satisfaction?
- What is the relationship between leadership training and improvements in customer service efficiency in OTAs, and how does leadership development lead to better customer outcomes?

## CHAPTER II: REVIEW OF LITERATURE

### **2.1 Introduction**

Leadership training and development are crucial in preparing individuals for effective leadership roles. These initiatives can include various programs such as training sessions, mentoring, web-based learning, and on-the-job training. The primary objective is to equip leaders with the skills to manage their teams efficiently, make informed decisions, and drive positive organizational outcomes.

Strong leadership training is essential in the context of online travel agencies (OTAs). The OTA landscape is characterized by rapid technological advances and an ever-changing market, making it vital for leaders to be agile, innovative, and responsive to customer needs. Comprehensive leadership training programs can significantly enhance leaders' capabilities in personnel management, problem-solving, and adapting to contemporary trends, including technology utilization.

Quantifying the return on investment (ROI) of leadership training initiatives is increasingly important, especially given the fierce competition within the OTA industry. ROI analysis enables organizations to evaluate whether their investment in leadership development translates into improved performance, productivity, and profitability.

In a competitive environment where profit margins are often slim, every expenditure—including those on leadership training—must be justifiable. While potentially costly, a thoughtful approach to leadership development can yield substantial benefits. By assessing the ROI, organizations can make informed decisions about maintaining, expanding, or refining their training programs. Additionally, this evaluation helps identify the most effective training components, allowing for better allocation of resources (Greets, 2019).

Moreover, when organizations effectively communicate the value of leadership skills development to stakeholders, they can garner support for ongoing training and human capital development investments. This is particularly vital in OTAs, where effective leadership can create a competitive advantage. By fostering strong leadership, organizations can navigate challenges more effectively and drive long-term success.

## **2.2 Frameworks for Leadership Development**

**Transformational Leadership:** Transformational leadership, a concept developed by James MacGregor Burns and further refined by Bernard Bass, focuses on elevating the performance of followers. By providing a clear vision, promoting a sense of purpose, and encouraging subordinates to exceed expectations, transformational leaders foster an environment of growth and engagement. This leadership style enhances individual performance and revitalizes an empowered culture within organizations. It supports the development of essential skills in both leaders and their teams, making it particularly effective in dynamic environments where adaptability is crucial (Smith et al., 2004). Additionally, transformational leadership plays a vital role in leadership education, equipping leaders to navigate the complexities of a rapidly changing landscape (Russell & Mizrahi, 1995).

**Situational Leadership:** Initiated by Paul Hersey and Ken Blanchard, Situational Leadership posits that effective leadership depends on followers' context and readiness. This model emphasizes the need for leaders to adapt their directive or supportive approach based on their team members' specific tasks and skills. By promoting situational assessment, this approach empowers leaders to analyze the needs of their subordinates and adjust their behaviours accordingly. Such flexibility is essential across diverse management contexts, as different organizational structures may necessitate varying leadership styles (Côté, 2017).

**Servant Leadership:** Robert K. Greenleaf's philosophy centres on the idea that leaders exist to serve their followers. Characterized by a people-oriented and attentive approach, servant leaders prioritize the welfare of their communities and team members. This leadership style contributes to cultivating a culture grounded in service and ethical standards, promoting qualities such as empathy, humility, and integrity in leaders. Moreover, Servant Leadership fosters a positive organizational culture that encourages collective participation and the growth of employees. Research indicates that this approach can enhance team performance by building trust and psychological safety within teams (Martinez & Leija, 2023; Schaubroeck et al., 2011).

To sum up, the Transformational, Situational, and Servant Leadership models offer valuable perspectives for understanding and engaging with leadership across diverse contexts. Transformational leadership boosts productivity and fosters creativity, while situational leadership enhances adaptability, and servant leadership prioritizes values and human aspects. Collectively, these models cultivate effective leaders equipped to meet organizational demands and navigate various challenges. Grasping how these leadership development theories—transformational, situational, and servant—inform the creation of leadership strategies within Online Travel Agencies (OTAs) is essential, especially in light of the sector's dynamic nature and competitive landscape.

- **Optimizing Transformational Leadership in OTA**

The OTA industry operates within a rapidly changing environment marked by volatility, which makes transformational leadership particularly relevant. Leaders adopting this style can motivate staff to generate innovative ideas and think creatively—attributes critical for long-term business sustainability. An empowered culture within OTAs, driven by transformational leaders, will encourage a commitment to learning and creativity, ultimately enabling employees to deliver exceptional service and adapt to new

technologies. Research has shown a positive correlation between creativity and organizational innovation under transformational leadership. This suggests that these elements are vital for OTAs to adapt products to meet evolving customer needs regularly. This approach also fosters team commitment toward achieving shared organizational goals, which is essential for a cohesive vision (Gumusluoglu & Ilsev, 2009).

- Situational Leadership in the Operation of OTAs

Situational leadership theory proves applicable in the OTA sector, where leaders must adapt their strategies to various contexts, such as managing diverse teams, responding to unexpected challenges, or developing new services. The flexibility inherent in situational leadership allows OTA leaders to navigate these complexities effectively, addressing various issues ranging from customer relations to internal team dynamics. Research indicates that situational leadership enhances leaders' capacity to engage with their employees based on varying readiness and skill levels. This approach promotes a hands-on leadership style, allowing leaders to determine the right balance of control or autonomy necessary for elevating employee involvement and productivity (Avery & Ryan, 2002).

- Servant Leadership in OTAs

In the context of OTAs, servant leadership emerges as a valuable model, focusing on the needs of both clients and employees. This leadership style emphasizes service-oriented values, improving service delivery and enhancing the satisfaction of team members. By prioritizing the well-being of employees and customers, servant leadership cultivates an environment conducive to job satisfaction, ultimately leading to a strong organizational framework. In OTAs, where employee engagement directly influences customer service and overall performance, the benefits of servant leadership become even more apparent (Parris & Peachey, 2013).

Integrating transformational, situational, and servant leadership theories fosters a robust leadership culture within OTAs. Transformational leadership encourages innovation and adaptability, situational leadership provides the flexibility to manage diverse employee challenges and dynamics, and servant leadership ensures that the needs of both clients and employees are met. This holistic approach culminates in enhanced productivity and success for organizations operating within this industry.

Given the varied applications of leadership theories within different sectors of the hospitality industry and the impact of OTAs in various hospitality contexts, these leadership models are indeed relevant. Existing research has explored servant leadership in OTA call centres, addressing reservation challenges and underlining the need for a greater focus on customer satisfaction. Comparative studies have also examined the nuances between transformational and servant leadership, revealing that while transformational leadership aligns more closely with organizational change, servant leadership tends to thrive in more stable environments (Smith et al., 2004). Notably, while leadership development frameworks like Fiedler's Contingency Model, Transformational Leadership, and Authentic Leadership present promising avenues for growth, a comprehensive framework tailored explicitly for OTAs remains underdeveloped (Laguerre, 2010). Research shows that four primary leadership styles have garnered the most attention within the hospitality industry from 2000 to 2021.

Applying various leadership theories in the hospitality industry has highlighted their significance in different contexts, particularly within Online Travel Agencies (OTAs). Given that OTAs play a crucial role in hospitality, exploring how leadership theories can be effectively integrated into these platforms is fitting. For instance, research into servant leadership in OTA call centres has revealed challenges such as reservation issues and a noticeable lack of focus on customer satisfaction. By addressing these

challenges through applicable leadership theories, OTAs can enhance their service delivery and overall customer experience(Nazli, 2020).

Furthermore, comparative studies have examined transformational and servant leadership theories, suggesting that while transformational leadership is better suited for dynamic organizational environments, servant leadership tends to be more effective in stable settings (Smith et al., 2004). Understanding these nuances is essential for leadership training and development initiatives in the hospitality sector. This differentiation allows organizations to tailor their leadership styles to match their specific operational contexts.

In leadership development, models such as Fiedler's Contingency Model, Transformational Leadership, and Authentic Leadership have shown promise in driving success. However, it is important to acknowledge that a comprehensive framework to guide these applications remains elusive. The ongoing evolution of leadership practices in hospitality necessitates a robust framework to effectively align these theories with industry needs (Laguerre, 2010).

From 2000 to 2021, four primary types of leadership—transformational, leader-member exchange, and servant leadership—have garnered considerable attention in the hospitality sector. Current research emphasizes the importance of mediators, moderators, and outcomes related to these leadership styles. Nevertheless, the call for more context-specific leadership studies within the hospitality industry is crucial, as tailored research can provide deeper insights and more effective strategies for enhancing organizational performance and employee engagement (Guchait et al., 2023).

### **2.3 Fostering Performance through Leadership Growth**

Effective leadership education is vital in achieving success within organizations operating in dynamic environments, such as Online Travel Agencies (OTAs). Research



shows a strong positive relationship between leadership development and improved employee performance, equipping leaders with the necessary skills to inspire and influence their teams. For example, training in transformational leadership enhances employee motivation and engagement, resulting in significant organizational benefits such as improved customer service, innovation, and operational efficiency—essential components for the OTA sector (Virgiawan & Riyanto, 2020).

Furthermore, leadership training is pivotal in cultivating a positive corporate culture, especially for OTAs. Practical leadership training is centred around fostering an organizational culture that encourages collaboration, quality enhancement, and a strong customer-centric approach. Such a culture boosts team performance and elevates customer satisfaction, reinforcing the organization's competitive edge in the market (Restutiani et al., 2023).

This commitment to leadership development also contributes to broader organizational optimization. Strong leadership is a strategic asset for effectively managing change in organizations like OTAs. Leadership training that emphasizes situational and transformational skills enables leaders to respond adeptly to evolving customer needs and new technologies, fostering an environment of creativity and adaptability within the organization (Srivastava & Dhar, 2016).

Moreover, leadership training significantly strengthens organizational commitment, an essential factor in reducing turnover and ensuring high service quality. Such training increases job satisfaction, motivating employees to align their efforts with the organization's objectives and cultivating a strong sense of commitment. This stability is crucial for maintaining a skilled workforce delivering exceptional customer service (Baek & Kim, 2010).

Linking human resource practices to organizational needs is pivotal in shaping effective leadership training programs that significantly impact organizational performance. When leadership training is aligned with the organization's goals, it ensures that the training materials address relevant issues and objectives specific to the organization. This alignment facilitates the practical application of learned concepts, enabling participants to develop actionable plans that support the organization's mission and goals. Consequently, findings indicate that goal alignment improves organizational performance by harmonizing strategic goals with leadership development initiatives. Executives who understand how their roles connect with their training can better apply their new skills to enhance performance in line with organizational objectives. For instance, when leadership training emphasizes the development of competencies that resonate with a firm's strategic plan, leaders are more likely to adopt these competencies successfully, thus elevating organizational performance (Ayers, 2015). Furthermore, this alignment between training and organizational goals also reinforces the understanding of strategic objectives among leaders, promoting a cohesive approach to performance improvement (Parry & Sinha, 2005).

Moreover, such alignment significantly increases the likelihood of gaining organizational commitment, which in turn yields positive outcomes from training initiatives. When senior management recognizes a positive correlation between training efforts and organizational performance, their support becomes invaluable, making a meaningful impact on the training program. This managerial backing is crucial during the initial stages of implementing the training and its ongoing execution and support (Bagdasarov et al., 2019).

Conversely, misalignment can lead to training programs that lack relevance to the organization's environment, diminishing their effectiveness in enhancing performance. It

is essential to note that leadership training initiatives that do not align with an organization's objectives often result in disappointing performance improvements. This disconnect occurs because the skills acquired during training may not apply to the leaders' roles or the broader organizational goals (Selby-Lucas, 2002).

In light of these insights, it becomes clear that a strong relevance between leadership training and organizational objectives necessitates customizing training programs to address organizational needs better. This tailored approach optimizes the role of training in enhancing performance within the organization. By ensuring that training content is pertinent and that organizational support aligns with strategic goals, organizations can substantially contribute to achieving their performance objectives. This strategic alignment is crucial for maximizing the effectiveness of leadership training and ultimately enhancing organizational performance.

#### **2.4 Barriers to Effective Leadership Training in OTAs**

The primary challenges online travel agencies (OTAs) face in implementing effective leadership training programs can be categorized into several key areas. First, there are significant resource constraints. Many OTAs operate with limited time and budget, which makes providing comprehensive leadership training programs difficult. This issue is exacerbated by the competitive and low-margin nature of the industry, making it challenging for OTAs to justify allocating sufficient resources for leadership development initiatives. As a result, training programs are often incomplete or inadequately funded, failing to produce the desired outcomes that align with the agency's strategic goals (Olaniran, 2007).

Another pressing challenge is the impact of rapid technological changes. OTAs function in an environment characterized by swift technological advancements and evolving consumer behaviours. This constant change necessitates ongoing learning and

adaptation from both leaders and employees. Unfortunately, many leadership training programs struggle to keep pace with these changes. By the time a program is rolled out, the information, skills, and tools provided may be outdated, significantly limiting the program's effectiveness and relevance within the dynamic landscape of the travel industry (Barnett & Standing, 2001).

In addition to resource and technological challenges, OTAs face considerable cultural and structural barriers when implementing leadership training programs. Existing organizational cultures and hierarchies often are not conducive to learning and development. This is particularly true for OTAs with traditional hierarchical structures that may not prioritize leadership development. Such environments can stifle innovation and program acceptance, thus hindering training effectiveness. Additionally, the global nature of many OTAs further complicates matters due to cultural differences that can affect how training programs are received and executed across diverse regions (Pinto & Peres, 2023).

Resistance to change poses another significant hurdle for leadership development within OTAs. For real change to occur and leadership skills to develop, individuals and the organization must shift their mindset and behaviour. However, leaders, especially those in senior management roles, may exhibit resistance to such changes. This resistance often stems from a lack of understanding or appreciation for the importance of leadership development. Beatty (1956) pointed out that when senior leaders resist change, it can dampen the outcomes of training efforts and hinder the fundamental introduction of essential changes, ultimately impacting the organization's long-term success (Beatty, 1956).

Finally, measuring the effectiveness of leadership training programs remains a challenge for OTAs. Unlike other business initiatives that are easily quantifiable and can

demonstrate a clear return on investment (ROI), leadership development results are often intangible and long-term. This presents a significant barrier for OTAs looking to justify ongoing investment in leadership training. Since the impacts of such training do not yield immediate results, there is frequently a lack of sustained support for these initiatives from both management and staff (González et al., 2021).

The processes involved in effectively transferring leadership training as a practice into the context of Online Travel Agencies (OTAs) are complex. Several key factors can impede the effectiveness of applying newly acquired skills, thereby limiting the impact of leadership training programs for organizations.

**Lack of a Supportive Work Environment:** One major obstacle is the absence of a conducive organizational environment that encourages the transfer of training. For instance, if the organizational culture does not support learning or employees' application of new knowledge, they may struggle to implement what they have learned. Rodriguez & Walters, (2017) have demonstrated that support from supervisors and colleagues is a crucial determinant of the actual application of training in the workplace. Furthermore, with this support, the achievements from the training can enhance the integration of skills and knowledge during application (Festner & Gruber, 2008).

**Insufficient Follow-up and Reinforcement:** Another important factor is consistent follow-up and reminders. The mechanics of many issues raised in training require regular revision. Consequently, the use of skills learned during training sessions often declines, especially when reinforcement has ceased. Streets (2018) argues that workplace training does not need to be rigid; consistent practice, complemented by periodic coaching and follow-up, is key to ensuring that training has a lasting impact (Söderhjelm et al., 2020).

**Organizational Barriers and Resistance:** Structural factors, including resistance to change and a mismatch between training content and organizational needs, can also pose hurdles to training transfer. If the leadership training is not aligned with the organization's specific requirements or if the organization opposes emerging leadership concepts, it becomes more challenging for employees to effectively apply what they have learned (Horne et al., 2015).

**Inadequate Opportunities to Apply Skills:** Often, employees attend training courses with the expectation that they will have opportunities to apply their newly acquired knowledge on the job; however, this is frequently not the case. Limited projects, insufficient responsibilities, or an organizational structure that hinders practical application can prevent employees from utilizing the leadership skills they have learned in the classroom. The effective transfer of leadership training into practice within Online Travel Agencies (OTAs) presents a multifaceted challenge. Several key factors can inhibit employees from applying their newly acquired leadership skills on the job, thereby diminishing the overall effectiveness of organizational training programs. Understanding these barriers is crucial for organizations aiming to enhance the practical application of leadership training (Yasin et al., 2013).

**Lack of Supportive Work Environment:** One of the primary obstacles to the successful transfer of training is the absence of a supportive work environment. When an organization's culture does not encourage learning or the use of newly acquired skills, employees often struggle to implement the insights gained during training. Research by Rodriguez & Walters, (2017) highlights the importance of support from both supervisors and colleagues as pivotal to the practical application of training in the workplace. When employees receive encouragement from their peers and leaders, it fosters an environment where the skills and knowledge gained through training can be actively integrated into

their daily tasks. This alignment reinforces the relevance of training accomplishments and assists in translating theoretical learning into practical application (Festner & Gruber, 2008).

**Insufficient Follow-up and Reinforcement:** Another significant factor affecting the transfer of training is the lack of sufficient follow-up and reinforcement after the initial training sessions. Continuous engagement is necessary because the principles and techniques learned during training often require regular revision to remain fresh in employees' minds. Without ongoing encouragement and practice, there is a decline in the application of these skills over time. Streets (2018) emphasizes that workplace training should not be a one-time event but should include consistent practice supported by periodic coaching and reminders. This sustained engagement is vital for ensuring the learned skills are retained and effectively utilized over the long term (Söderhjelm et al., 2020).

**Organizational Barriers and Resistance:** Structural factors within organizations can also hinder the transfer of training. Resistance to change is a common barrier that can emerge when the leadership training content does not align with the organization's needs or when there is a reluctance to embrace new leadership concepts. Suppose employees perceive the training as irrelevant or the organization resists adopting new practices. In that case, it becomes more challenging for them to apply what they have learned meaningfully. Research by Horne et al. (2015) illustrates that alignment between training content and organizational requirements is essential for facilitating the transition from learning to practical application. When employees recognize the relevance of their training to their work environment, they are more likely to implement the concepts acquired.

**Inadequate Opportunities to Apply Skills:** Lastly, one of the critical issues faced by employees who have undergone training is the lack of adequate opportunities to practice their newly acquired skills. Often, training participants leave courses eager to apply what they have learned, only to find that their roles do not allow for sufficient project work or hands-on application of leadership skills. This disconnect can stem from structural limitations within the organization or a lack of relevant responsibilities aligned with their training. According to Yasin et al. (2013), organizations must ensure adequate opportunities for employees to engage with their newly gained skills. Creating an environment where practical application is feasible will enhance the likelihood of successful skill transfer and ultimately improve overall organizational efficacy.

By effectively addressing these barriers, organizations can better support the successful transfer of leadership training into practice, resulting in a more engaged workforce and improved leadership outcomes within the OTA sector.

## **2.5 Long-Term Benefits of Leadership Development in OTAs**

Leadership development in organizations is a critical factor influencing long-term success, particularly within sectors such as Online Travel Agencies (OTAs), where fast-paced, customer-centric environments demand exceptional leadership capabilities. Organizational leaders in OTAs play a pivotal role in driving growth, fostering innovation, and maintaining a competitive edge in the digital marketplace. Research consistently supports the idea that investing in leadership development yields significant long-term benefits beyond traditional return on investment (ROI) metrics. These benefits can be categorized into key areas: employee engagement, enhanced decision-making capabilities, organizational culture, talent retention, and strategic alignment.

One of the most notable long-term benefits of leadership development in OTAs is enhancing employee engagement and satisfaction. Effective leadership is crucial for



motivating teams and creating a positive work environment. Research indicates that organizations that invest in leadership development programs experience higher employee engagement levels, contributing to increased productivity, reduced turnover, and better job satisfaction. OTAs, known for their dynamic work environments, benefit significantly from leaders who can inspire and empower employees, leading to a more significant commitment to the organization's goals(Thompson et al., 2019).

Moreover, employees who feel supported and valued by strong leadership are more likely to remain with the company, reducing the costs associated with turnover and recruitment. The positive feedback loop created by engaged employees strengthens the organization's culture and work environment, further reinforcing the value of leadership development (Eisenbeiss et al., 2008).

Moreover, leadership development enhances decision-making capabilities, an essential factor in the fast-evolving OTA industry. The digital marketplace's ability to make strategic decisions under pressure and adapt to market fluctuations is vital. Research on leadership development emphasizes how training and development programs improve leaders' critical thinking and problem-solving skills. OTAs operate in a competitive and ever-changing environment and can particularly benefit from leaders who make informed, strategic decisions aligned with the company's long-term goals. Leadership training equips managers with the tools to assess complex data, analyze trends, and make timely decisions that drive business success. These enhanced decision-making capabilities contribute to the organization's bottom line and its ability to innovate and remain competitive (Zaccaro et al., 2001).

Another key long-term benefit is the improvement of organizational culture. Leadership development is crucial in shaping any organization's culture, particularly in OTAs, where customer service, collaboration, and agility are central to operations.

Leadership development fosters the growth of transformational leaders who prioritize communication, collaboration, and a shared vision. These leaders create inclusive and empowering work environments that promote trust, transparency, and innovation. A positive organizational culture is vital in the OTA industry, where the customer experience is the cornerstone of business success. Leaders who understand the importance of culture can ensure that values are aligned with the organizational goals, creating a work environment that supports collaboration and high performance across all levels (Bass & Avolio, 1994).

Leadership development also significantly contributes to talent retention, an important challenge for OTAs in a competitive labour market. The travel and tourism industry, including OTAs, is known for its high employee turnover, and retaining top talent is crucial for maintaining operational efficiency and continuity. Training programs focusing on leadership skills help create a pipeline of internal leaders prepared to take on higher-level roles, reducing the need for external hires. By promoting from within, OTAs not only retain institutional knowledge but also demonstrate a commitment to their employees' personal and professional growth. This internal promotion structure can significantly increase employee loyalty and reduce the costs of hiring and onboarding external candidates. Furthermore, leadership development programs allow OTAs to identify high-potential employees early on, providing them with the tools and resources they need to succeed in leadership positions (DeRue et al., 2011).

Furthermore, leadership development in OTAs leads to better strategic alignment, ensuring that the organization's goals and objectives are consistently pursued across all departments. Effective leaders can articulate the organization's vision, align resources with strategic goals, and ensure that teams work toward a common purpose. Leadership training focuses on helping leaders understand the broader organizational context and the

importance of aligning individual, team, and departmental objectives with company-wide goals. This alignment is essential in OTAs, where collaboration between marketing, customer service, and technology is crucial to providing a seamless customer experience. When leaders are well-trained, they can bridge gaps between departments and ensure everyone is moving toward the same strategic objectives, resulting in greater efficiency and effectiveness across the organization (Martínez-Peláez et al., 2023).

Moreover, leadership development programs can foster a culture of continuous improvement, which is particularly valuable in OTAs that must stay ahead of industry trends. Continuous improvement is a hallmark of successful organizations, and leadership plays a critical role in driving this mindset throughout the company. Leaders who have undergone extensive leadership training are more likely to prioritize learning and development for their teams, encouraging innovation and the adoption of new technologies and processes. For OTAs, this emphasis on continuous improvement means staying at the forefront of technology trends, adopting new platforms, and improving customer service, all of which contribute to long-term success (London, 2014).

The long-term benefits of leadership development also extend to a more adaptive and resilient organization. OTAs operate in a rapidly changing environment, with market disruptions, technological advancements, and shifting customer demands influencing business operations. Leaders trained in adaptability and resilience are better equipped to manage these changes and guide their teams through periods of uncertainty. Leadership development programs often include components that focus on managing change, conflict resolution, and maintaining team morale during challenging times. By investing in leadership development, OTAs create leaders who are skilled in day-to-day management and capable of steering the organization through crises, ensuring stability and sustainability (Yukl, 2006).

In conclusion, leadership development in OTAs goes far beyond a simple ROI calculation, offering long-term benefits that touch on almost every aspect of the organization. Leadership development provides a strong foundation for sustainable growth and competitive advantage, from improved employee engagement and decision-making to enhanced organizational culture, talent retention, and strategic alignment. The evidence overwhelmingly supports the value of leadership development as a key investment for OTAs seeking to thrive in an ever-evolving industry landscape. OTAs can ensure exemplary leadership at every level to guide the organization toward long-term success by focusing on leadership development.

## **2.6 Quantifying the Success of Leadership Development Programs**

Measuring the Return on Investment (ROI) of leadership training programs in Online Travel Agencies (OTAs) is crucial for comprehensively evaluating the effectiveness and financial sustainability of these initiatives. Leadership development is an investment that requires significant resources, and understanding its impact on organizational performance can guide future decisions. Organizations can employ various methods and metrics to thoroughly ascertain the influence of their training programs on employee behaviour and business outcomes. A prominent methodology in this context is the Phillips ROI Methodology. This holistic framework outlines a five-level model encompassing reaction, learning, application, business impact, and ROI. By following this structured approach, organizations can meticulously assess the efficacy of their training programs and investigate how variations in training and operational practices influence broader organizational outcomes. This process includes quantifying the monetary benefits obtained from improved training, allowing organizations to compare these financial gains against the costs of training initiatives, thereby providing valuable insights into their economic advantages (Phillips, 1997).

Furthermore, another significant evaluation tool utilized in determining the effectiveness of leadership training is the Cost-Benefit Analysis (CBA). This analysis requires organizations to juxtapose the costs incurred for the training programs with the financial benefits realized from enhanced leadership capabilities. The benefits include increased sales, reduced employee turnover rates, heightened productivity, and improved customer satisfaction. Essentially, this method paints a vivid picture of the financial gains linked to leadership initiatives, thereby assisting organizations in comprehending the real economic value derived from their investment in leadership training programs (Rohs, 2004). Alleviating uncertainties around these initiatives considerably aids stakeholders in appreciating the actual return on their investment.

In addition to CBA, pre- and post-training performance metrics emerge as critical indicators in assessing leadership training effectiveness. Organizations can draw a direct correlation between training efforts and key business outcomes by methodically evaluating specific performance parameters—such as employee productivity rates, customer retention statistics, and financial returns from sales. This data-driven approach ensures a statistical backing to affirm how leadership training positively influences overall performance in OTAs, facilitating informed decision-making regarding future investments in training initiatives. Such clarity assists in pinpointing areas for further development and refining the training content itself. Qualitative assessments fortify the evaluation process, employing survey feedback and observations of behavioural changes amongst employees and their teams. Gathering insights from participants and their colleagues can provide critical information about perceived shifts in leadership behaviours following training. Utilizing evaluation models such as the Kirkpatrick Model can enhance the measurement of behavioural changes; this model scrutinizes how training translates into improved team performance and interactions, thus offering a

nanced understanding of training outcomes. Behavioural assessments can often reveal insights that numerical data might overlook, providing a comprehensive picture of how training impacts workplace culture and interpersonal dynamics (Curado & Teixeira, 2014).

Moreover, advanced analysis techniques—including simulation and modelling—can significantly elevate the assessment of leadership training programs. Tools such as discrete event simulation can effectively predict potential impacts on organizational performance by considering various future scenarios and varying leadership behaviours. This predictive capability not only aids in comprehending how specific contexts influence the economic benefits of training but also helps guide strategic decisions surrounding developing and fine-tuning leadership programs, ensuring they remain relevant and practical as organizational needs evolve (Richard et al., 2014).

Longitudinal studies represent yet another robust approach to analyzing the long-term effects of leadership training. By tracking the performance of trained leaders over extended periods, organizations can glean insights into the sustained impact of leadership development programs on overall organizational success. This methodology captures the durability of training benefits, providing critical information for refining and optimizing future leadership programs to ensure alignment with organizational goals and objectives (Nathan, 2009).

In conclusion, while the primary objective of leadership training programs is to enhance employee engagement and customer satisfaction, evaluating their ROI in OTAs necessitates a comprehensive approach. The Phillips ROI Methodology stands out for its detailed framework that spans multiple dimensions of training impact. At the same time, cost-benefit analysis offers an immediate financial perspective to assess the economic efficacy of these initiatives. Additionally, integrating performance metrics, qualitative

feedback, simulations, and longitudinal studies collectively empowers organizations to construct a robust case for the effectiveness of leadership training initiatives. As a result, through rigorous measurement and analysis, OTAs can more effectively identify the tangible benefits of leadership training, thereby contributing to enhanced organizational performance and gaining a competitive advantage within the marketplace (Harter et al., 2002).

## **2.7 Key Performance Indicators (KPIs) for Leadership Training**

To effectively evaluate the influence of leadership training on employee performance, team dynamics, and overall productivity within Online Travel Agencies (OTAs), it is imperative to use specific Key Performance Indicators (KPIs) that accurately reflect these areas. Below is a more detailed outline of the relevant KPIs, including the conditions that will enhance their effectiveness:

### **2.7.1 Short-Term Impact Measurement**

#### **1. Employee Feedback and Reaction:**

Conditions for Effectiveness:

- Ensure anonymity in feedback to promote honesty.
- Use a variety of methods, such as surveys, focus groups, or one-on-one interviews to capture diverse perspectives.
- Measurement Methods: Analyze participant responses to questions about the relevance, engagement, and applicability of the training content.

#### **2. Knowledge and Skill Acquisition:**

Conditions for Effectiveness:

- Implement pre-training assessments to establish baseline knowledge and skills.

- Conduct structured post-training tests to evaluate retention and understanding.
- Measurement Methods: Compare pre-training and post-training test scores to determine knowledge gain and identify areas requiring further development.

### 3. Behavioral Change:

Conditions for Effectiveness:

- Establish clear behavioral objectives before the training.
- Use a multi-rater feedback system, known as 360-degree feedback, where peers, subordinates, and supervisors assess changes in behavior.
- Measurement Methods: Conduct observations and peer ratings of specific leadership behaviors related to decision-making, communication, and conflict resolution in the weeks following the training.

## **2.7.2 Long-Term Impact Measurement**

### 1. Employee Performance and Productivity:

Conditions for Effectiveness:

- Continuously track performance metrics before and after training for consistency.
- Compare performance data against industry benchmarks or previous periods for context.
- Measurement Methods: Analyze changes in sales volumes, customer satisfaction scores, and employee turnover rates over time to determine the impact of leadership training on overall productivity.

### 2. Organizational Culture and Climate:

Conditions for Effectiveness:



- Conduct regular opinion polls to measure cultural shifts before and after the training.
- Ensure that the questions are aligned with core values and desired cultural outcomes.
- Measurement Methods: Assess changes in employee morale and job satisfaction through surveys and focus groups, examining responses for trends over time.

### 3. Return on Investment (ROI):

#### Conditions for Effectiveness:

- Establish clear financial metrics to measure success before the training program begins.
- Conduct ROI calculations after sufficient time has passed to gather data on productivity improvements and cost savings.
- Measurement Methods: Calculate ROI by comparing the costs of the training program with gains achieved in productivity, employee retention, and overall financial performance.

### 4. Sustained Behavioral and Performance Improvements:

#### Conditions for Effectiveness:

- Schedule follow-up assessments six months to a year post-training.
- Ensure that leadership support remains in place to reinforce training concepts over time.
- Measurement Methods: Evaluate long-term retention of learned skills by re-assessing behaviors and performance metrics, checking whether leaders maintain the positive changes attributed to the training.

### **2.7.3 Employee Performance Metrics**

## 1. Measuring Productivity Levels:

### Conditions for Effectiveness:

- Set clear productivity benchmarks before and after training.
- Use reliable data analytics tools for precise measurement.
- Measurement Methods: Track and compare metrics such as work volume and completion rates over defined periods.

## 2. Error Rates and Quality of Work:

### Conditions for Effectiveness:

- Document error rates prior to training to establish a clear comparison point.
- Implement quality control measures to assess changes in work output.
- Measurement Methods: Analyze data on error rates and conduct quality assessments to measure improvements in work quality over time.

### **2.7.4 Team Dynamics**

#### 1. Assessing Team Collaboration Scores:

##### Conditions for Effectiveness:

- Define what effective collaboration looks like and set clear expectations.
- Use collaborative scoring systems that can evaluate both qualitative and quantitative aspects.
- Measurement Methods: Employ team assessments and peer reviews to track changes in collaboration effectiveness post-training.

By systematically employing these KPIs and adhering to the specified conditions, OTAs can thoroughly analyze the impact of leadership training on both immediate and long-term organizational outcomes. This comprehensive evaluation will demonstrate the

value of investing in leadership development and facilitate continuous improvement in employee performance and organizational success(Hollins et al., 2021).

Employee engagement refers to employees' emotional commitment and involvement toward their work and the organization. It encompasses their enthusiasm for their tasks, willingness to contribute, and overall connection to the organization's mission. In contrast, employee satisfaction measures how content employees are with the organization's resources, working conditions, and overall environment. Understanding the distinction between these two concepts is crucial for fostering a productive workplace (Harter et al., 2002).

Evaluating employee engagement scores is a key performance indicator (KPI) vital in assessing the effectiveness of training programs aimed at organizational leaders. Leaders are responsible for cultivating and maintaining high levels of engagement among their teams. Consequently, engagement levels, often gauged through regular surveys or feedback mechanisms, serve as an important metric. Research indicates that higher employee engagement is linked to improved performance outcomes and heightened productivity. When employees feel engaged, they are more likely to go above and beyond in their roles, fostering an environment where innovation thrives and collective goals are achieved (Harter et al., 2002).

In addition to engagement scores, tracking employee retention rates is essential for evaluating the impact of leadership training initiatives on employee satisfaction and loyalty. High turnover rates can significantly disrupt organizational continuity and performance, making it imperative to analyze how new leadership standards contribute to employee retention. Practical training of leaders often results in a more supportive and understanding work environment, lowering turnover rates. A well-trained leadership team creates a more positive workplace culture and enhances employee morale, loyalty, and

retention. This correlation highlights the importance of leadership development as a factor in overall organizational stability and success (Mattox & Jinkerson, 2005).

These KPIs—employee engagement scores and retention rates—are particularly beneficial for organizations such as OTAs (Online Travel Agencies) that aim to measure the effectiveness of their leadership training programs. By focusing on these metrics, OTAs can systematically assess how improvements in leadership contribute to positive changes in employee engagement and retention. This assessment ensures that all strategic initiatives align with operational goals, leading to a more prosperous and efficient organization. Fostering an environment where employees feel engaged and satisfied enables OTAs to enhance their overall performance and service delivery, positioning them for sustained growth in a competitive marketplace (Harter et al., 2002).

## **2.8 Gaps in Reviewed Literature**

### **2.8.1 Minimal Application of OTAs in Real-World Scenarios**

The literature review extensively discusses various leadership theories with a particular focus on Online Travel Agencies (OTAs). However, it falls short in offering substantial real-life examples that specifically illustrate the application of these theories within the OTA context. The absence of concrete case studies limits our comprehension of how different theoretical frameworks are operationalized in practice. Providing illustrative case studies would not only showcase the training outcomes in leadership for OTAs but also highlight the challenges these organizations face and the tangible results that ensue from leadership training initiatives. Without such real-world examples, we cannot fully grasp the potential effectiveness and relevance of these theoretical perspectives in the OTA sector.

### **2.8.2 Understanding of the Long-Term Effects of Leadership Training**

While the review successfully identifies some immediate practical benefits associated with leadership training, it lacks a thorough exploration of the long-term impacts that these training programs may have. Understanding the enduring effects of leadership training is crucial, particularly given the dynamic and often unpredictable nature of the OTA environment. This gap in literature is exacerbated by the scarcity of practical examples that might provide insights into long-term outcomes, allowing organizations to evaluate whether the benefits of leadership training persist over time.

Furthermore, although previous articles underscore particular challenges encountered in leadership development, this review does not delve deeply into the unique obstacles that OTAs face. For instance, the fast-paced evolution of technology, diverse cultural contexts in which travel businesses operate, and the distinctive operational requirements specific to the travel industry must be factored into any assessment of leadership training. Understanding these challenges is essential to tailoring leadership training programs effectively. This necessity highlights a noted deficiency in research focused on the specific intricacies of the OTA sector, where detailed case studies could provide valuable insights.

### **2.8.3 Insufficient Literature on Analyzing Economic Returns on Investment.**

The review touches on critical issues related to the definition and calculation of return on investment (ROI) for leadership training but lacks depth regarding the specific methodologies that OTAs employ to compute ROI and the significance they attribute to it. This deficiency is closely related to the earlier points regarding the long-term impact of training and the unique challenges faced by OTAs. Without a comprehensive understanding of how OTAs determine ROI, it becomes increasingly difficult to create relevant and accurate methods for evaluating the effectiveness of leadership training within this sector.

These identified gaps are interconnected and build upon one another. The absence of robust examples hinders our ability to assess how effectively leadership theories are applied in practical scenarios, subsequently complicating evaluations of the long-term effectiveness of leadership training. By neglecting to investigate the long-term implications, the challenges confronting OTAs remain largely unaddressed. A thorough understanding of these obstacles is vital for establishing appropriate ROI metrics, enabling accurate assessments of leadership training's impact.

Addressing these gaps in a sequential manner as outlined can facilitate the OTA industry's understanding of how artifact-based leadership training can be assessed effectively. This approach will contribute to enhancing developmental strategies and operational leadership within organizations, ultimately leading to improved performance and adaptability in a competitive landscape.

## **2.9 Summary of Literature Review**

The literature review extensively discusses various leadership theories, mainly focusing on Online Travel Agencies (OTAs). However, it critically falls short in offering substantial real-life examples that precisely illustrate the application of these theories within the OTA context. This lack of concrete case studies significantly limits our comprehension of how different theoretical frameworks are operationalized in practice. Understanding how leadership theories manifest in day-to-day operations is crucial for practitioners and scholars alike in an industry as dynamic and competitive as travel. Providing illustrative case studies would showcase the training outcomes in leadership for OTAs and highlight the challenges these organizations face and the tangible results derived from leadership training initiatives. For instance, case studies featuring successful leadership training programs at specific OTAs could illuminate best practices and strategies that may be replicated or adapted by others in the industry. Without such real-

world examples, we cannot fully grasp these theoretical perspectives' potential effectiveness and relevance in the OTA sector.

While the review successfully identifies some immediate practical benefits associated with leadership training, it notably lacks a thorough exploration of the long-term impacts these training programs may have on an organization. This oversight is particularly concerning given the dynamic and often unpredictable nature of the OTA environment, which demands adaptable and resilient leadership over time. Understanding the enduring effects of leadership training is crucial for justifying investments in such programs and shaping future training initiatives to ensure they align with long-term organizational goals. Unfortunately, The literature gap is exacerbated by the scarcity of practical examples that provide insights into long-term outcomes, enabling organizations to evaluate whether the benefits of leadership training persist over time and influence overall performance and employee engagement.

Moreover, although previous articles underscore particular challenges encountered in leadership development, this review does not dive deeply into the unique obstacles that OTAs face in their operational landscapes. Specific challenges include the fast-paced evolution of technology that can disrupt traditional business models and create a need for continuous learning and adaptation. The diverse cultural contexts in which travel businesses operate also introduce complexity related to managing teams and customer expectations across different geographies. Understanding these challenges is essential to tailoring leadership training programs effectively, ensuring they are relevant and responsive to the environment in which OTAs operate. This necessity highlights a noted deficiency in research focused on the specific intricacies of the OTA sector, where detailed case studies could provide valuable insights into how organizations overcome such challenges and leverage leadership training for sustained success.

The review touches on critical issues related to defining and calculating return on investment (ROI) for leadership training. However, it lacks depth regarding the specific methodologies that OTAs employ to compute ROI and the significance they attribute to it. ROI analysis is crucial as it provides a quantitative measure of the effectiveness of training programs, allowing organizations to make data-driven decisions. However, without a comprehensive understanding of how OTAs determine ROI—taking into account both financial metrics and longer-term qualitative outcomes—it becomes increasingly difficult for them to create relevant and accurate methods for evaluating the effectiveness of leadership training within this sector.

This deficiency is closely related to the earlier points regarding the long-term impact of training and the unique challenges OTAs face. Organizations may struggle to establish appropriate ROI metrics if they do not consider the industry's complexities, such as fluctuating travel demand, technological advancements, and evolving consumer preferences. As a result, organizations may miss opportunities to improve operational efficiency and employee satisfaction, potentially leading to suboptimal leadership development strategies. Furthermore, without clarity on ROI, leadership training programs may not receive the necessary financial support from senior management, limiting their scope and effectiveness.

These identified gaps are interconnected and build upon one another. The absence of robust examples hinders our ability to assess how effectively leadership theories are applied in practical scenarios, subsequently complicating evaluations of the long-term effectiveness of leadership training. Moreover, by neglecting to investigate the long-term implications of these programs, the challenges confronting OTAs remain primarily unaddressed, leaving organizations without essential tools to navigate their complex



environments. A thorough understanding of these obstacles is vital for establishing appropriate ROI metrics and accurately assessing leadership training's impact and utility.

Addressing these gaps sequentially, as outlined, can facilitate the OTA industry's understanding of how artefact-based leadership training can be assessed effectively. This approach will enhance developmental strategies and organizational operational leadership, improving performance and adaptability in a competitive landscape. By integrating case studies, long-term impact evaluations, and comprehensive ROI analyses, the field can evolve to cultivate stronger leaders equipped to steer OTAs through the complexities of the travel industry.

## CHAPTER III: METHODOLOGY

### **3.1 Overview of the Research Problem**

The research problem centres on the challenges of measuring the return on investment (ROI) of leadership training programs in Online Travel Agencies (OTAs). OTAs operate in a highly dynamic and competitive environment where leadership is crucial to managing change, fostering innovation, and enhancing customer service. Despite the importance of leadership training, organizations need help justifying their costs and demonstrating their tangible benefits.

One core challenge is the lack of well-defined methodologies to measure the ROI of leadership training. Unlike operational or financial projects, leadership training outcomes often encompass intangible benefits, such as improved decision-making, higher employee engagement, and better customer satisfaction. Traditional ROI models need to capture these nuanced results, leading to uncertainty about the effectiveness of training programs. This gap makes it challenging for OTAs to decide whether to continue, expand, or adjust their training efforts.

Furthermore, OTAs need help with resource constraints and the fast-paced nature of the industry. Leadership training can be expensive, involving trainer fees, material preparation, and lost working hours. OTAs' low-margin business model necessitates clear and immediate returns on such investments, which are often difficult to demonstrate due to the long-term nature of leadership development benefits. This creates tension between the need for robust leadership training and the industry's financial pressures.

Additionally, OTAs face cultural and structural barriers that can hinder the implementation and effectiveness of leadership training programs. Resistance to change among employees and management, misalignment between training content and

organizational goals, and a lack of supportive workplace environments further complicate training knowledge transfer into practical applications. These challenges underscore the need for tailored and context-specific training programs that align with organizational objectives and address the unique needs of the OTA workforce.

The research seeks to address these issues by evaluating the impact of leadership training on key organizational metrics, such as employee engagement, team collaboration, performance, and customer service efficiency. It also aims to develop and apply quantitative methods, such as the Phillips ROI Methodology, to provide actionable insights into the cost-effectiveness of leadership training programs in OTAs. By bridging the gap between training investments and measurable outcomes, this study intends to guide OTAs in making informed decisions about leadership development, ultimately contributing to enhanced.

### **3.2 Operationalization of Theoretical Constructs**

This study's operationalization of theoretical constructs was meticulously designed to align with the research objectives and provide a measurable framework for evaluating the impact of leadership training programs within Online Travel Agencies (OTAs). Key constructs such as employee engagement, team collaboration, job satisfaction, productivity, and customer service efficiency were defined and measured using a combination of survey responses and quantitative analysis techniques. These constructs were derived from established theories and frameworks on leadership development.

Employee engagement was operationalized through survey questions assessing motivation, commitment to company goals, and the extent of employees' involvement in leadership activities. A Likert-scale format was used to capture participants' perceptions, ranging from strong agreement to strong disagreement. Similarly, team collaboration was

measured through questions addressing improvements in teamwork, communication, and conflict resolution following leadership training.

Job satisfaction was another critical construct, evaluated through participants' self-reported perceptions of how leadership training influenced their overall satisfaction with their roles. Productivity was operationalized using task efficiency, output levels, and performance improvement data.

The study also incorporated theoretical constructs such as motivation, learning, and behavioural change, drawn from leadership development frameworks. These constructs were assessed through changes in participants' responses to training relevance, ease of day-to-day tasks, and alignment with organizational goals. Statistical tools, including t-tests and chi-square analyses, were used to evaluate the relationships between these constructs and their practical implications.

By operationalizing these constructs into quantifiable measures, the study bridged the gap between theory and practice, allowing for a systematic and evidence-based evaluation of leadership training programs. This approach ensured the validity and reliability of the findings and provided actionable insights for OTAs seeking to enhance their leadership development initiatives. The operationalized constructs were the foundation for linking leadership training to organizational success, reinforcing the study's relevance and applicability.

### **3.3 Research Purpose**

This study aims to evaluate the effectiveness and return on investment (ROI) of leadership training programs within Online Travel Agencies (OTAs). In a highly competitive and dynamic industry, leadership development fosters innovation, enhances employee engagement, improves team collaboration, and ensures superior customer service. However, OTAs face significant challenges in measuring the tangible and

intangible impacts of leadership training, particularly in justifying the associated costs and aligning outcomes with organizational goals. This research aims to address these challenges by comprehensively analysing the relationship between leadership training and organizational performance, using quantitative and qualitative data to generate actionable insights.

The following research questions guide the study:

1. How does leadership training influence employee engagement levels in OTAs, and what measurable changes can be observed following training interventions?
2. How can leadership training impact team collaboration and communication within OTAs, and how can these changes be measured over time?
3. How does leadership training affect key employee performance metrics in OTAs, such as productivity, task efficiency, and job satisfaction?
4. What is the relationship between leadership training and improvements in customer service efficiency in OTAs, and how does leadership development translate into better customer outcomes?

Through these questions, the research seeks to uncover the multidimensional benefits of leadership training while addressing the challenges of quantifying these impacts. By exploring these areas, the study provides OTAs with evidence-based insights to enhance leadership development programs, optimize resource allocation, and ensure alignment with strategic objectives. Ultimately, this research contributes to the broader understanding of leadership's role in organizational success within the OTA industry.

### **3.4 Research Design**

The research design focuses on a quantitative approach to comprehensively evaluate the impact of leadership training programs on various organizational metrics within Online Travel Agencies (OTAs). It aims to measure the effectiveness of leadership interventions by assessing post-training performance indicators across dimensions such as employee engagement, team collaboration, productivity, and customer service efficiency. The design integrates descriptive and inferential statistical techniques to ensure robust data analysis and meaningful insights.

- **Data Collection**

The study utilizes primary data from structured questionnaires distributed to OTA employees at different hierarchical levels. The questionnaire is divided into sections addressing demographic variables, employee engagement, team dynamics, job satisfaction, and perceived training outcomes. Two hundred eleven respondents participated, representing diverse regions and experience levels, ensuring a comprehensive dataset.

- **Sampling Strategy**

The study employs purposive sampling to target respondents who have undergone leadership training programs in OTAs. This approach ensures that the sample includes individuals directly exposed to the training interventions, allowing for an accurate assessment of its impact. Respondents span various geographical regions, company sizes, and professional experiences to capture a holistic perspective.

- **Data Analysis Techniques**

The quantitative analysis involves a mix of descriptive statistics, t-tests, and chi-square tests. Descriptive statistics, including central tendency and dispersion measures, provide an overview of the data and highlight key trends. t-tests assess the significance of changes in employee engagement, collaboration, and other metrics post-training. Chi-

square tests examine relationships between categorical variables, such as geographic location and perceived training effectiveness. The Phillips ROI Methodology calculates the financial return on investment, correlating the training costs with organizational benefits like increased productivity and reduced turnover.

- **Key Variables and Measures**

The study evaluates both subjective and objective variables. Subjective variables include employee perceptions of training relevance, motivation, job satisfaction, and commitment to company goals, measured through Likert-scale questions.

- **Framework for ROI Calculation:**

The research design incorporates the Phillips ROI Methodology to ensure the impact of tangible metrics, a five-level framework that includes reaction, learning, application, business impact, and ROI. By integrating this methodology, the study quantifies the tangible metrics through an established ROI methodology. This comprehensive approach captures immediate and long-term organizational outcomes, providing actionable insights for OTAs.

- **Ethical Considerations**

The study ensures the confidentiality and anonymity of respondents by obtaining informed consent before data collection.

By leveraging a combination of quantitative methods, the study aims to generate practical recommendations for enhancing leadership development programs and ensuring their alignment with organizational goals.

### **3.5 Proposed Hypothesis**

For the first objective, which seeks to quantify changes in employee engagement levels post-leadership training, the hypothesis posits that leadership training significantly enhances employee engagement within OTAs. This can manifest as improved motivation,

lower turnover rates, and more substantial emotional investment in organizational goals. Additionally, it is hypothesized that employees who undergo leadership training report higher job satisfaction levels. The research can establish a tangible link between leadership training initiatives and enhanced employee engagement metrics by measuring these factors.

The second objective, which examines the impact of leadership training on team collaboration and communication, is hypothesized that leadership training fosters a more collaborative team environment within OTAs. This includes better synergy among team members, a clearer understanding of roles, and enhanced problem-solving capabilities. Furthermore, leadership training is expected to lead to measurable improvements in communication skills, enabling OTA teams to interact more effectively, reduce misunderstandings, and streamline workflows. These changes will become evident over time and positively influence team dynamics.

Addressing the third objective, which focuses on evaluating the impact of leadership training on employee performance metrics, the hypothesis suggests that leadership training significantly improves key performance indicators such as productivity, task efficiency, and overall job performance. Employees participating in structured leadership training are expected to execute their tasks more efficiently, adapt to changing demands, and achieve higher productivity. Additionally, leadership training is hypothesized to correlate positively with enhanced job satisfaction, as employees feel more empowered and competent in their roles.

Finally, for the fourth objective, which assesses the relationship between leadership training and customer service efficiency, the hypothesis asserts that leadership training directly impacts improving customer service outcomes. Leadership training is expected to reduce issue resolution times and elevate customer satisfaction by equipping



employees with better decision-making and interpersonal skills. Furthermore, it is anticipated that employees who undergo leadership training can better align customer service practices with organizational strategies, resulting in improved service delivery and stronger customer loyalty.

Together, these hypotheses provide a comprehensive framework to investigate the multifaceted impacts of leadership training in OTAs, addressing employee engagement, teamwork, performance, and customer service efficiency. The findings from this research are expected to highlight the critical role of leadership training in enhancing organizational outcomes and sustaining competitive advantage in the dynamic OTA industry.

### **3.6 Population and Sample**

The population for this study consists of employees working in Online Travel Agencies (OTAs), encompassing various hierarchical levels, roles, and geographical regions. This diverse population includes individuals who have undergone leadership training programs and those who may have insights into the organizational impact of such interventions. The target population is drawn from OTAs operating in dynamic, competitive environments where leadership is crucial for driving innovation, improving customer service, and ensuring operational efficiency.

The study sample includes 211 respondents who were selected through purposive sampling. This method was chosen to ensure that the participants had direct experience with or exposure to leadership training programs, allowing for a focused assessment of the training's effectiveness. The sample represents various geographical regions, including Europe, Asia-Pacific, the Middle East and Africa, North America, and global operations. Europe has the highest representation, with over 120 respondents, reflecting

significant engagement from that region. In contrast, other areas like Asia-Pacific, the Middle East and Africa have moderate to low representation.

In terms of professional experience, the sample predominantly comprises individuals with 11–20 years of experience in the travel industry, followed by those with over 20 years and 4–10 years of experience. This indicates that most respondents are seasoned professionals, likely in leadership or managerial roles, offering valuable insights into leadership development and its organizational impact. There is a relatively lower representation of employees with less than 3 years of experience, which suggests a focus on more experienced individuals likely to be involved in or affected by leadership training initiatives.

The sample also includes a mix of employees from companies of varying sizes, ranging from small enterprises with 1–50 employees to larger organizations with over 1,000 employees. The most significant representation comes from medium-sized companies with 51–200 employees, highlighting the relevance of leadership training in this organizational segment. This diverse sample provides a holistic perspective on the effectiveness and challenges of leadership training programs across different organizational contexts within the OTA industry.

### **3.7 Participant Selection**

Participants for this study were carefully selected from employees working within Online Travel Agencies (OTAs) across various geographical regions and organizational levels. Two hundred eleven respondents participated, providing a substantial and diverse sample for analysis. The selection process employed purposive sampling to target individuals with direct involvement with or experience in leadership training programs within their organizations. This approach ensured that the data collected was highly

relevant to the research objectives, focusing on the impact of leadership training on key organizational metrics.

The demographic distribution of the participants enhanced the study's comprehensiveness. Most respondents were from Europe, accounting for over 120 participants, which suggests a significant engagement with leadership training initiatives in that region. Additional respondents came from global operations (about 40 participants), the Asia-Pacific region (around 20 participants), and smaller numbers from the Middle East, Africa and North America. This geographical diversity allowed the study to capture regional variations in the effectiveness and perception of leadership training programs within OTAs.

In terms of professional experience, the sample included a substantial number of seasoned professionals. Over 70 respondents had 11–20 years of experience in the travel industry, and more than 60 had over 20 years of experience. This emphasis on experienced individuals likely enriched the data with deep insights into industry practices and the long-term impact of leadership training. Participants with 4–10 years of experience were included, while those with less than 3 years of experience constituted a smaller portion of the sample. This distribution ensured that the perspectives of both veteran and relatively newer employees were considered.

The participants also varied in their involvement with leadership initiatives. A significant majority reported being very involved in leadership activities within their organizations, with over 80 respondents indicating high engagement. Others reported moderate to somewhat involvement, and only a few indicated little to no involvement. This variation provided a comprehensive view of how leadership training is perceived and its impact across different levels of engagement within OTAs.

The sample ranged from small enterprises with 1–50 employees to large organizations with over 1,000 employees. The most significant respondents were from medium-sized companies employing 51–200 people. This diversity in organizational size allowed the study to explore how leadership training impacts OTAs of varying scales, shedding light on whether company size influences the effectiveness of such programs.

The participant selection was strategically designed to encompass various experiences, geographical locations, and organizational contexts. By focusing on employees directly involved with leadership training and ensuring diversity in demographics and professional backgrounds, the study aimed to generate robust and generalizable findings. This comprehensive participant profile enhances the validity of the research and provides valuable insights into the role of leadership training in improving organizational performance within the OTA industry.

### **3.8 Instrumentation**

Instrumentation for this study was designed to effectively capture the data required to evaluate the impact of leadership training programs within Online Travel Agencies (OTAs). The primary instrument used was a structured questionnaire, meticulously crafted to address the research objectives and align with theoretical constructs such as employee engagement, team collaboration, job satisfaction, productivity, and customer service efficiency. The questionnaire comprised 27 questions divided into sections, including demographic information and specific areas related to the key research constructs.

The questions utilized a Likert scale format, allowing respondents to agree or disagree with statements about leadership training outcomes. This approach enabled the collection of nuanced data on subjective perceptions, such as motivation levels,

commitment to organizational goals, ease of task execution, and relevance of training to job roles.

To ensure reliability and validity, the questionnaire was pre-tested on a small group of OTA employees before full deployment. Feedback from this pre-test was used to refine the questions, ensuring clarity and relevance. The instrument was distributed electronically to a diverse sample of OTA employees across multiple regions, ensuring wide accessibility and convenience for respondents.

Overall, the instrumentation was carefully designed to balance quantitative rigour with qualitative depth, enabling a comprehensive assessment of leadership training's impacts. This ensured the generation of actionable insights for OTAs to optimize their leadership development initiatives.

### **3.9 Data Collection Procedures**

The data collection procedure for this study employed a systematic approach, taking primary data to assess the impact of leadership training programs in Online Travel Agencies (OTAs). Primary data was gathered through a structured questionnaire distributed electronically to employees across various regions and hierarchical levels within OTAs. The questionnaire, consisting of 27 questions, was carefully designed to address key research objectives, covering areas such as employee engagement, team collaboration, productivity, job satisfaction, and the perceived relevance of leadership training to employees' roles. Questions utilized a Likert scale to measure respondents' perceptions and attitudes, ensuring the capture of nuanced insights. To enhance response rates, the survey targeted employees directly involved in or affected by leadership training initiatives, focusing on regions with significant OTA operations, such as Europe and Asia-Pacific, to ensure geographical diversity.

The data underwent rigorous validation and cleaning to ensure accuracy and reliability. Incomplete or irrelevant responses were excluded, and variables were standardized and labelled appropriately for statistical analysis. Ethical considerations were strictly adhered to throughout the process. Participants were assured confidentiality and anonymity, and informed consent was obtained before data collection. The collected data was securely stored and handled following ethical standards to prevent unauthorized access.

Overall, integrating primary data with a meticulous validation process ensured reliable and actionable data collection. This approach enabled the study to comprehensively understand the effectiveness and ROI of leadership training programs in OTAs, addressing the research objectives with precision and depth.

### **3.10 Data Analysis**

The data analysis for this study employed a structured and multi-faceted approach to evaluate the impact of leadership training programs on various organizational metrics within Online Travel Agencies (OTAs). Descriptive and inferential statistical methods were applied to analyze the collected data, ensuring a comprehensive understanding of the training outcomes. The analysis focused on key dimensions such as employee engagement, team collaboration, productivity, and customer service efficiency while measuring leadership development initiatives' return on investment (ROI).

Descriptive statistics provided an overview of the data, summarizing central tendencies and distributions. These measures highlighted trends in employee perceptions of leadership training and variations across demographic groups and regions. For instance, the analysis showed significant engagement levels among employees with more than 11 years of experience, reflecting the relevance of leadership training for seasoned professionals. Additionally, graphical representations such as bar charts were used to

illustrate the relationship between leadership training and variables like job satisfaction, motivation, and ease of day-to-day tasks. These visual tools were instrumental in identifying patterns and areas for improvement.

Inferential statistical techniques were employed to test hypotheses and determine the significance of observed changes. Paired t-tests were used to compare pre- and post-training outcomes, focusing on metrics like motivation, job satisfaction, and team collaboration. These tests assessed whether leadership training interventions resulted in statistically significant improvements in these areas. For example, the paired t-tests revealed that while leadership training positively influenced specific outcomes, it did not significantly impact the perceived ease of day-to-day tasks. This nuanced finding underscored the importance of addressing additional factors, such as task complexity and organizational support, to enhance the overall effectiveness of training programs.

Chi-square tests were conducted to examine the relationship between categorical variables, such as geographic region and the perceived effectiveness of leadership training. The analysis indicated significant regional variations in how employees responded to training, with Europe showing the highest levels of motivation and engagement. This finding highlighted the need for region-specific strategies to optimize the impact of leadership development initiatives across diverse cultural and organizational contexts.

In conclusion, the data analysis combined descriptive summaries, inferential tests, and to evaluate leadership training programs in OTAs comprehensively. This robust analytical framework identified the strengths and limitations of current training practices and offered strategic recommendations for enhancing their effectiveness and alignment with organizational goals. Through this systematic approach, the study generated

valuable insights to guide OTAs in optimizing leadership development and achieving sustained competitive advantages.

### **3.11 Research Design Limitations**

Despite the robust framework of this research, certain limitations in the research design may impact the scope and generalizability of the findings. These limitations are outlined below:

- **Sample Representation**

**Regional Disparities:** While the study includes a diverse sample from various geographic regions, most respondents are from Europe, with significantly fewer participants from Asia-Pacific, Middle East & Africa, and North America. This uneven distribution limits the global representativeness of the findings.

**Industry Specificity:** The focus on employees within Online Travel Agencies (OTAs) may limit the applicability of the findings to other industries with different operational and leadership dynamics.

- **Subjectivity in Responses**

**Self-Reported Data:** The primary data relies on self-reported responses from employees regarding their perceptions of leadership training effectiveness. Such responses are subject to biases, including social desirability bias, where participants may provide answers they believe are favourable rather than accurate.

**Perceptual Measures:** Many of the analyzed variables, such as motivation, engagement, and job satisfaction, are perceptual and may not fully capture the objective impact of training interventions.

- **Data Collection Constraints**

**Questionnaire Design Limitations:** While the questionnaire is structured to capture various dimensions of leadership training, some aspects may need more depth,



particularly in capturing nuanced feedback or context-specific challenges that cannot be easily quantified.

**Secondary Data Availability:** The reliance on secondary data, such as organizational performance metrics, assumes accurate and consistent record-keeping by the organizations involved. Inconsistent or incomplete records could impact the reliability of these measures.

- **Generalizability**

**Focus on OTAs:** The study's findings are particular to the OTA industry, which operates in a dynamic and technology-driven environment. These results may not directly apply to other sectors with different leadership needs and market conditions.

**Company Size Bias:** Most of the sample comprises employees from medium-sized companies (51–200 employees). This might skew the findings toward the practices and outcomes of medium-sized organizations, potentially underrepresenting employees' experiences in smaller or larger companies.

- **Methodological Limitations**

**Quantitative Focus:** The study primarily uses quantitative methods, which, while effective for statistical analysis, may not fully explore the more profound, qualitative aspects of how leadership training impacts organizational culture and interpersonal dynamics.

**Lack of Longitudinal Data:** The research does not incorporate longitudinal analysis to track changes over time. The absence of a long-term perspective limits the ability to assess the sustained impact of leadership training programs.

- **ROI Calculation Challenges**

**Intangible Outcomes:** The Phillips ROI Methodology effectively captures monetary benefits but may struggle to fully quantify intangible outcomes, such as improved decision-making or enhanced employee relationships.

**Attribution Issues:** Attributing observed organizational changes solely to leadership training may be difficult, as other concurrent initiatives or external factors could influence the outcomes.

These limitations highlight areas where future research can build on this study. Incorporating more balanced regional representation, qualitative methods, longitudinal designs, and cross-industry comparisons could address these gaps and provide a more comprehensive understanding of leadership training's impact. Despite these limitations, the research offers valuable insights into the effectiveness of leadership training in OTAs and lays the groundwork for further exploration in this field.

### **3.12 Conclusion**

This research delves into the critical role of leadership training programs in enhancing organizational performance within Online Travel Agencies (OTAs). The study underscores the value of leadership development in a dynamic and competitive industry by assessing the impacts of such training initiatives on key metrics like employee engagement, team collaboration, productivity, and customer service efficiency. Through rigorous data analysis and a structured methodology, the research provides actionable insights and identifies areas for improvement.

**Positive Impact on Organizational Metrics:** The findings reveal that leadership training significantly improves employee motivation, engagement, and team collaboration. Most respondents acknowledged the relevance of training to their roles and the benefits it brought to their day-to-day tasks and organizational alignment.

**Regional and Organizational Variations:** The research highlights notable regional differences in the perceived effectiveness of training. European employees reported higher motivation and engagement levels than employees in other regions, indicating the need for region-specific strategies. Similarly, medium-sized organizations aligned more with leadership training initiatives than their larger or smaller counterparts.

**ROI Measurement Challenges:** Using the Phillips ROI Methodology, the study calculates the financial returns of leadership training, emphasizing increased productivity and other tangible metrics. However, it also identifies difficulties in quantifying intangible outcomes like improved decision-making and enhanced interpersonal relationships.

**Barriers to Training Effectiveness:** The research identifies resource constraints, cultural resistance, and misalignment with organizational goals as significant challenges. These barriers hinder the transfer of training knowledge to practical applications, reducing the overall impact of leadership initiatives.

- Implications

**Strategic Focus on ROI:** Organizations must prioritize measuring both tangible and intangible benefits of leadership training to justify investments and refine programs for maximum impact.

**Localized Training Approaches:** The significant regional variations in training outcomes highlight the need for culturally and contextually tailored training strategies to ensure effectiveness across diverse markets.

**Alignment with Organizational Goals:** Leadership training programs should be designed to align closely with an organization's strategic objectives. This alignment ensures relevance, enhances participant engagement, and maximizes organizational outcomes.

**Long-Term Perspective:** Evaluating leadership training over extended periods can provide deeper insights into its sustained impact on organizational performance, particularly in fostering leadership resilience and adaptability.

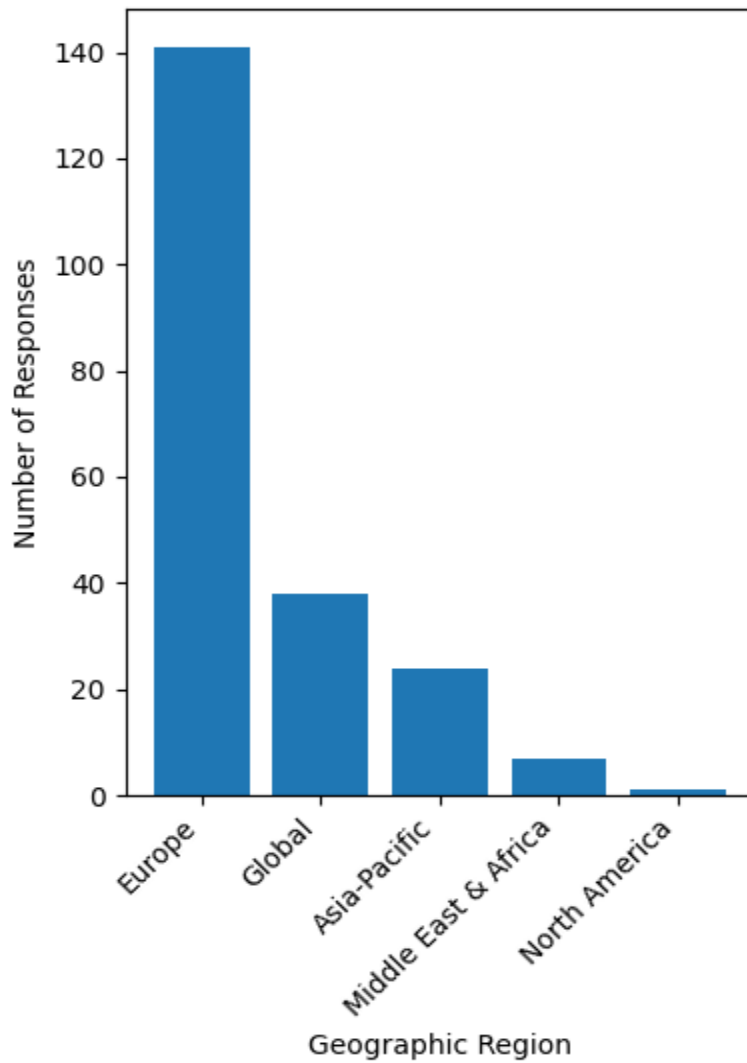
- Limitations and Recommendations for Future Research

The study acknowledges its limitations, including an overrepresentation of European respondents, a focus on the OTA industry, and reliance on self-reported data. Future research could address these gaps by expanding the sample to include more diverse regions, adopting longitudinal designs, and integrating qualitative methods to explore more profound insights into leadership training impacts.

Leadership training is vital for fostering organizational success in the highly dynamic and technology-driven OTA industry. This research demonstrates that well-executed training programs improve employee performance, enhance customer service, and sustain competitive advantage. By addressing identified challenges and leveraging data-driven insights, OTAs can refine their leadership development strategies to drive growth and adapt to the rapidly evolving market landscape. This study serves as a foundation for further exploration into optimizing leadership training programs for organizational excellence.

CHAPTER IV:  
RESULTS

**4.1 Demographic Information**



*Figure 1 Distribution of Geographic Region*

- Europe shows the highest number of responses, with more than 120 respondents.

- Global responses are significantly lower than Europe, but still notably higher than other regions, with about 40 responses.
- Asia-Pacific has a moderate number of responses, around 20.
- Middle East & Africa and North America show the fewest responses, with numbers nearing 10 or less.

**Interpretation:**

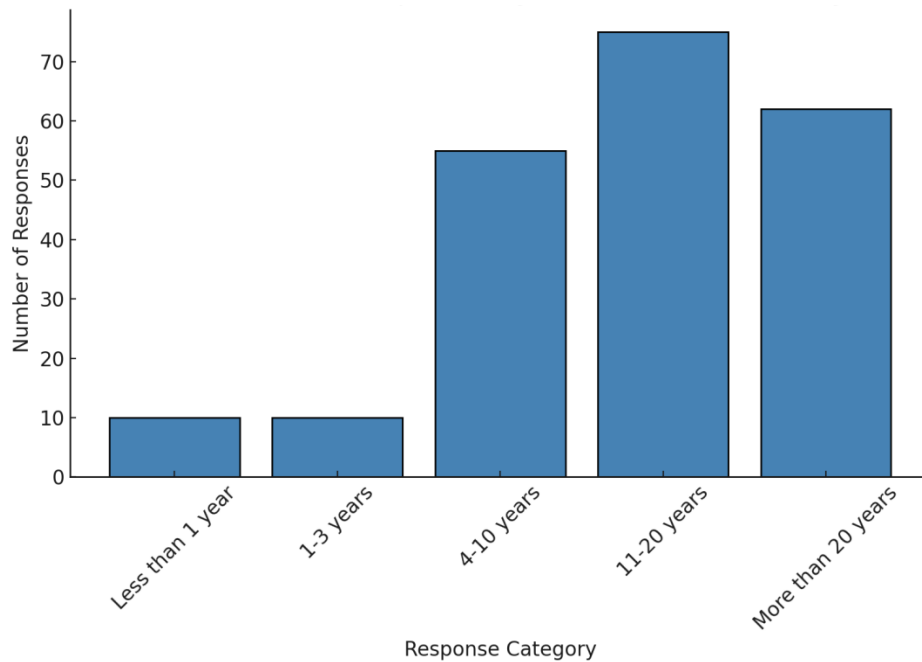
The data indicates that most of the survey respondents are from Europe, suggesting that either the survey was more widely distributed or more accessible to participants in this region.

Global responses also make up a significant portion, possibly indicating responses from regions where multiple geographic areas are combined under one category.

Asia-Pacific sees moderate engagement, while Middle East & Africa and North America show lower participation, possibly reflecting regional differences in the reach of the survey or interest in the subject matter.

This distribution may highlight the global applicability of the Leadership Training content, but it also underscores a need for more engagement from regions with fewer responses, which could be important for ensuring the findings are globally representative.

Let me know if you'd like further analysis based on these observations or need a different interpretation.



*Figure 2 Distribution of Responses by Years in Travel Industry*

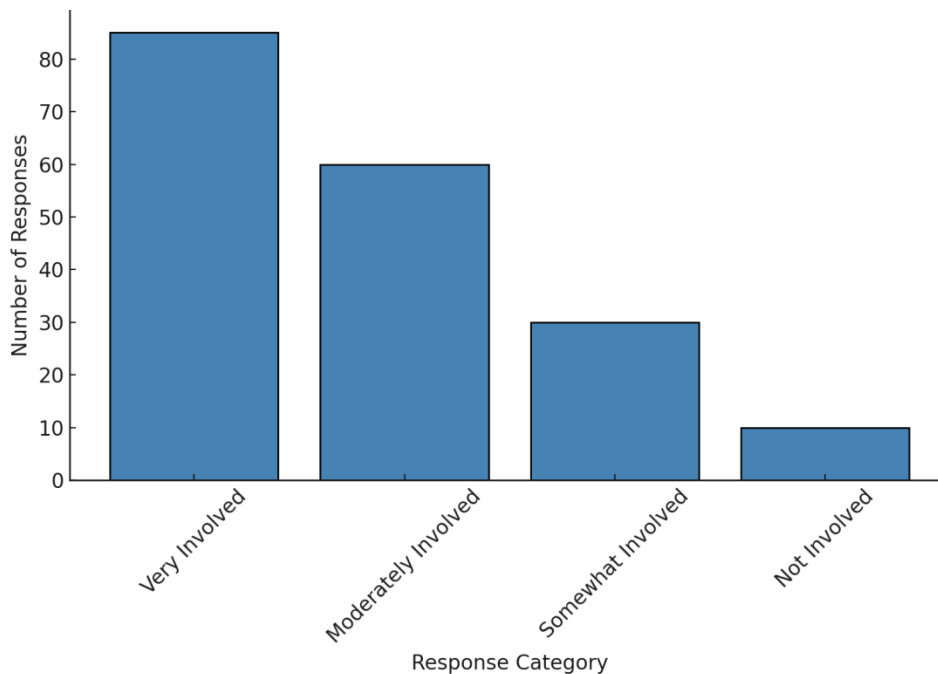
- The majority of responses (more than 70) come from individuals who have 11-20 years of experience in the travel industry.
- The second-highest number of responses is from individuals with more than 20 years of experience, with over 60 responses.
- A substantial number of responses also come from individuals with 4-10 years of experience, though this group has fewer responses than the previous two.
- The responses from individuals with 1-3 years of experience are notably fewer, with around 10 responses.
- Less than 1 year of experience has the lowest number of responses, with fewer than 10 responses.

Interpretation: The data suggests that the survey was predominantly filled out by individuals with significant experience in the travel industry, particularly those with **11-20 years** of experience. This may indicate that the respondents have a substantial

understanding of the industry's challenges and are in leadership or management roles, which could influence their views on Leadership Training and development.

The relatively low number of responses from individuals with **less than 1 year** or **1-3 years** of experience may point to limited participation from newer professionals in the industry. This could reflect a gap in Leadership Training initiatives targeting younger employees or may indicate a skew towards more experienced professionals who are more likely to engage in such surveys due to their involvement in leadership roles.

This distribution is important for understanding the perspectives of experienced industry professionals regarding Leadership Training and development in OTAs. It is crucial to recognize that the insights provided by this survey might be more reflective of seasoned leaders' experiences rather than those of entry-level employees.



*Figure 3 Distribution of Responses by Involvement in Leadership Initiatives*

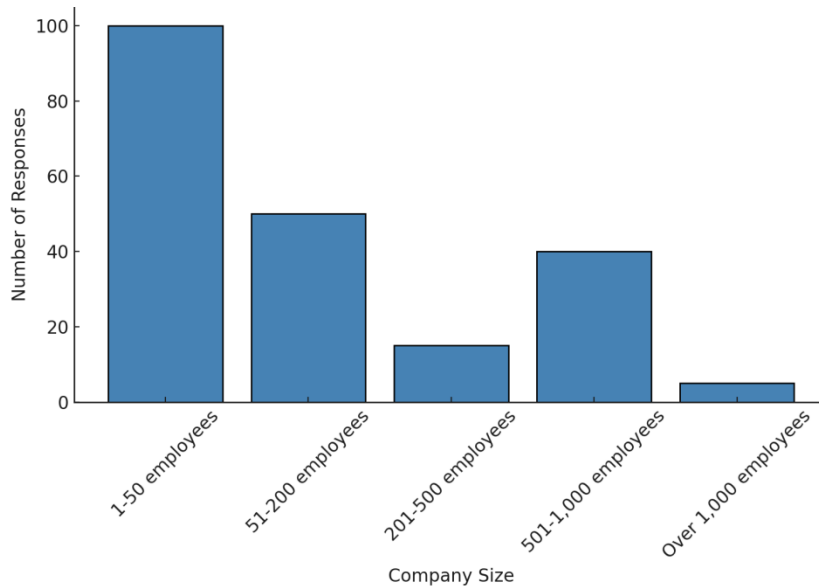


- The majority of responses indicate that participants are very involved in leadership initiatives, with over 80 responses.
- A significant number of responses also indicate moderate involvement in leadership initiatives, with around 50 responses.
- Somewhat involved respondents account for more than 20 responses.
- Very little involvement is reported by participants who are somewhat involved, with fewer than 10 responses.
- A small number of responses (fewer than 5) indicated that participants are not involved in leadership initiatives.

Interpretation: The data suggests that leadership initiatives are generally embraced by a large portion of the workforce in OTAs, with the largest number of respondents being highly engaged in leadership-related activities. This indicates a strong presence of leadership programs or the importance of leadership within the organizations surveyed.

However, while there is a noticeable number of respondents who are only moderately involved or somewhat involved, the relatively low number of people not involved suggests that leadership development is a key focus across the industry, or at least within the surveyed organizations.

This distribution implies that leadership initiatives are reaching a majority of employees, with potential room for further engagement among those moderately or somewhat involved. Given the high involvement levels, the survey's insights may reflect the opinions and experiences of employees who are actively participating in leadership programs or initiatives.



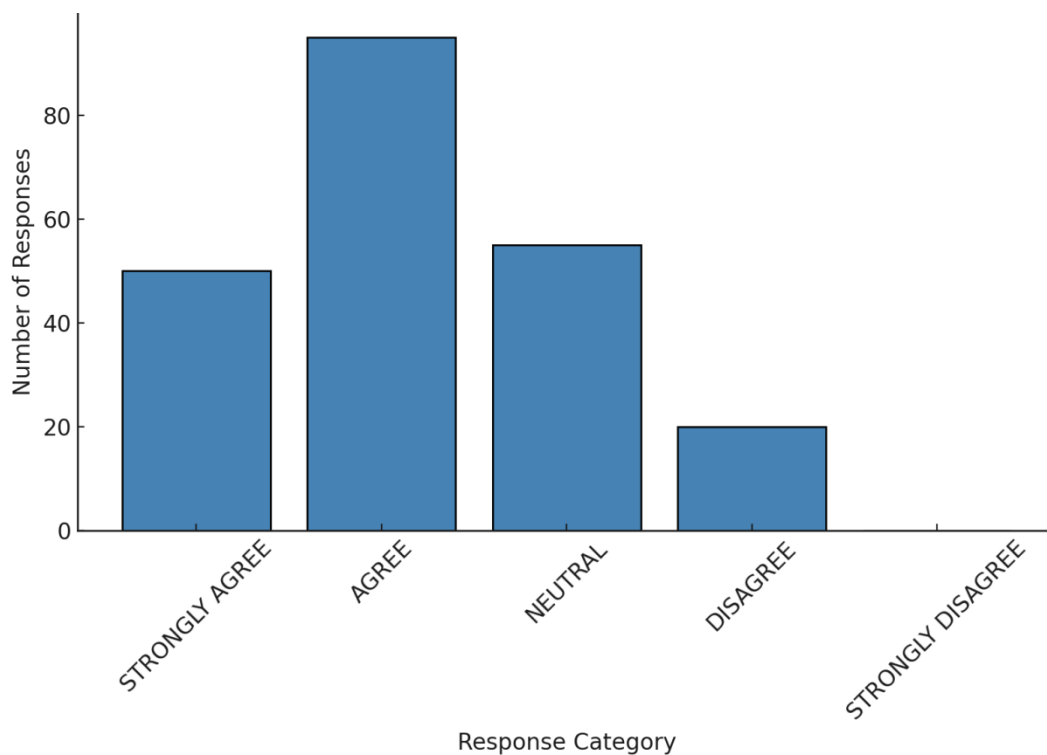
*Figure 4 Distribution of Responses by Company Size*

- The largest number of responses (over 100) comes from companies with 51-200 employees.
- The second-highest number of responses is from companies with 1-50 employees, which has over 60 responses.
- Companies with 501-1,000 employees account for a moderate number of responses, around 40.
- The fewest responses come from companies with over 1,000 employees, with just over 30 responses.
- Companies with 201-500 employees have the lowest number of responses, with fewer than 10.

Interpretation: The survey is predominantly filled out by employees from medium-sized companies (51-200 employees), with a noticeable number of responses from smaller companies (1-50 employees). This could reflect a stronger representation from companies of moderate size, possibly due to their flexibility or accessibility in responding to such surveys.

The relatively lower number of responses from companies with over 1,000 employees or 201-500 employees might indicate that these larger organizations either have less involvement in leadership initiatives or the survey did not reach a significant portion of employees from these companies.

This distribution may also point to the operational scale of leadership initiatives within these companies, as smaller and medium-sized companies might have more intimate, direct interactions with Leadership Training programs. It would be interesting to explore how company size influences the perceived effectiveness and investment in leadership development.



*Figure 5 Distribution of Responses by Relevance of Training to Job Role*

The bar graph titled "Distribution of Responses by Relevance of Leadership Training to Job Role" shows how respondents perceive the relevance of the Leadership Training to their specific job roles. The response categories are:

- **Strongly Agree**
- **Agree**
- **Neutral**
- **Disagree**

From the graph:

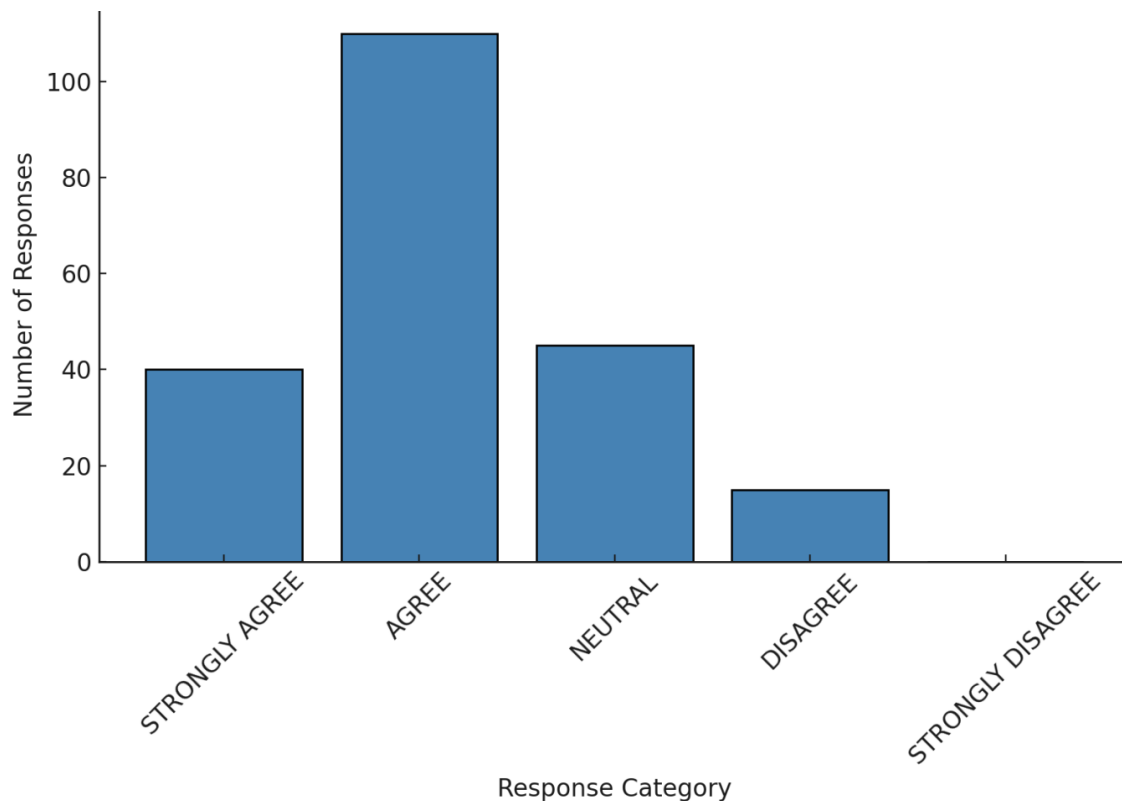
- A majority of respondents selected "Agree," with over 80 responses, indicating that most employees felt that the Leadership Training was relevant to their job roles.
- A moderate number of respondents chose "Neutral," suggesting that some employees were uncertain or did not find the Leadership Training to be directly relevant to their specific tasks.
- A smaller group of respondents selected "Strongly Agree," showing that a portion of employees found the Leadership Training to be highly relevant to their roles.
- A very small number of respondents selected "Disagree," indicating that only a few employees felt that the Leadership Training was not relevant to their job roles.

Interpretation: The graph demonstrates that the majority of employees perceive the Leadership Training to be relevant to their job roles. The high number of "Agree" responses indicates that most employees found the content of the Leadership Training applicable to their work, which likely contributed to its effectiveness. This aligns with the objectives of Leadership Training, which is often designed to enhance skills that are directly applicable to employees' daily responsibilities, such as decision-making, problem-solving, and communication.

The neutral responses suggest that while the Leadership Training was useful for many, some employees may not have seen the immediate connection between the Leadership Training content and their specific job tasks. This could be due to varying job responsibilities or differing expectations of the Leadership Training's applicability.

The low number of negative responses (Disagree) indicates that the Leadership Training was generally well-aligned with the employees' roles and needs. This suggests that, overall, the Leadership Training was effective in providing relevant insights and skills, which may lead to improved performance and greater job satisfaction.

These findings underline the importance of tailoring Leadership Training programs to ensure they align with the specific needs and tasks of employees. Relevant Leadership Training contributes to higher engagement and application of the learned skills, ultimately driving performance and organizational success.



*Figure 6 Distribution of Responses by Easiness of Day-to-Day Job*

The bar graph titled "Impact of Leadership Training on Easiness of Day-to-Day Job" illustrates the distribution of responses regarding how easy or difficult employees find their day-to-day job tasks.

- A majority of respondents selected "Agree," with over 100 responses, indicating that most employees find their daily tasks relatively easy or manageable.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the ease of their day-to-day tasks is neither particularly easy nor difficult.
- A smaller group of respondents selected "Strongly Agree," showing that some employees find their tasks to be very easy.

- A very small number of respondents selected "Disagree," indicating that only a few employees feel that their daily tasks are difficult or challenging.

Interpretation: The graph titled "Impact of Leadership Training on Easiness of Day-to-Day Job" highlights the distribution of responses regarding the perceived impact of leadership training, with a focus on Online Travel Agencies (OTAs). The majority of respondents, approximately 110, selected "Agree," indicating that leadership training has significantly contributed to improving the ease of day-to-day job performance within OTAs, where operational efficiency and quick decision-making are crucial. Around 40 respondents "Strongly Agree," further emphasizing that leadership training equips employees with the necessary skills to handle the dynamic and fast-paced nature of OTA environments, such as managing customer queries, handling reservations, and coordinating across digital platforms.

However, approximately 45 respondents remained "Neutral," suggesting that while leadership training is beneficial for many, a segment within OTAs may not have perceived a noticeable change, potentially due to varied roles or levels of training exposure. Only around 15 respondents selected "Disagree," indicating minimal dissatisfaction, likely in areas where the training may not have directly addressed specific job challenges, such as technical or role-specific tasks. Notably, there were negligible or no responses under "Strongly Disagree," highlighting minimal negative perceptions overall.

In the context of OTAs, where seamless operations, leadership, and collaboration are vital for customer satisfaction and business success, the graph demonstrates that leadership training is widely effective in enhancing job performance. The limited disagreement and neutral responses suggest that while the majority benefit from these

programs, refining training modules to address diverse roles within OTAs could further optimize their impact.

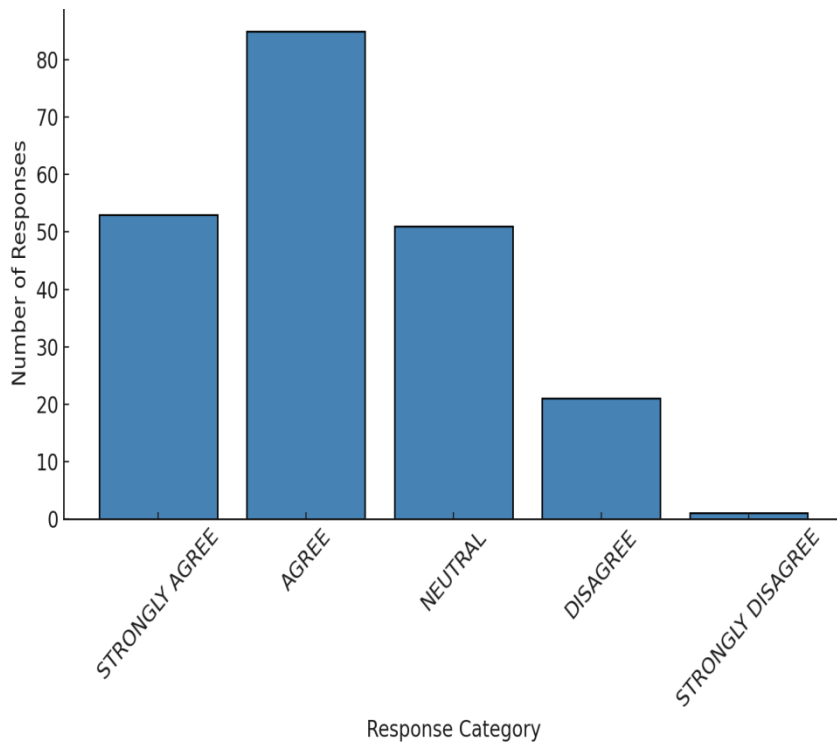
#### **4.1.1 Summary of Demographic Region**

The demographic analysis based on geographic region reveals significant differences in how Leadership Training and its impacts are perceived. People from different regions report varying levels of motivation, engagement, and satisfaction from Leadership Training. This variation suggests that cultural, regional, and organizational differences influence how employees respond to Leadership Training programs. For example, regions with more advanced leadership initiatives tend to report higher motivation and commitment to company goals, while other regions show more neutral or even negative responses.

The chi-square test results indicate that regional factors play a crucial role in shaping the effectiveness of Leadership Training. This means that while Leadership Training is universally beneficial, its success and impact can differ based on the region, implying the need for region-specific strategies when designing and implementing such programs. Understanding these regional differences is key to optimizing Leadership Training and ensuring it meets the diverse needs of employees across various locations.

#### **4.2 Measuring Changes in Employee Engagement**





*Figure 7 Motivation from Leadership Training*

The bar graph titled "Impact of Leadership Training on Motivation from Leadership Training" shows the distribution of responses to the impact of Leadership Training on employee motivation.

- The majority of respondents selected "Agree" (over 80 responses), indicating that Leadership Training significantly impacts their motivation to perform well in their roles.
- A substantial number of respondents also chose "Strongly Agree" (around 60 responses), demonstrating that Leadership Training has a very positive effect on some employees' motivation.

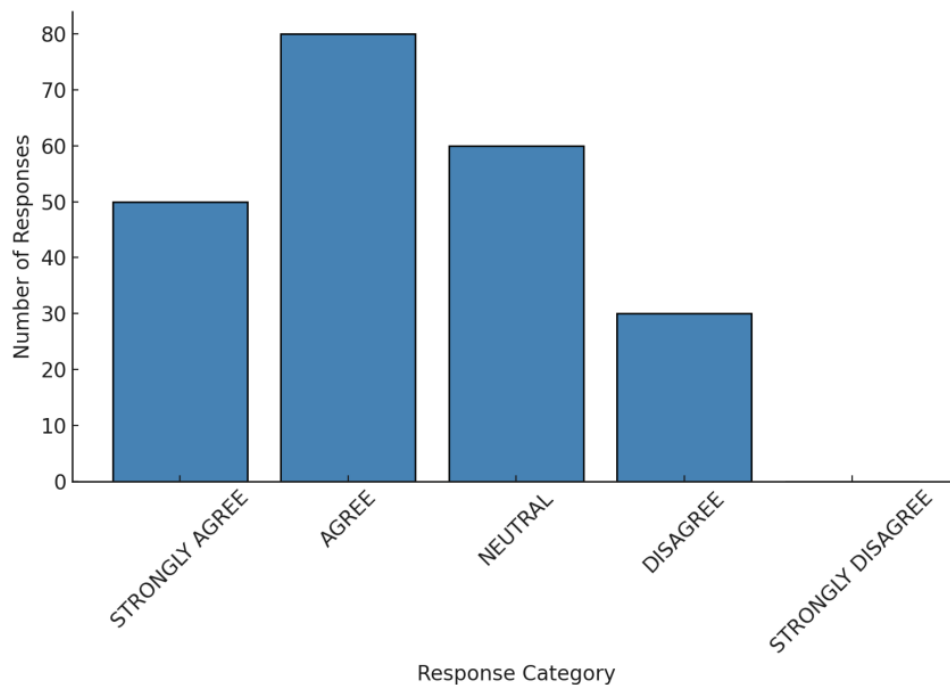
- A smaller group of respondents chose "Neutral," suggesting that for these individuals, Leadership Training did not lead to any noticeable change in motivation.
- Fewer employees selected "Disagree," and only a very small number selected "Strongly Disagree," indicating that very few felt that Leadership Training had a negative impact on their motivation.

Interpretation: The bar chart titled "Impact of Leadership Training on Motivation" provides insights into employee perceptions regarding leadership training, with its implications for Online Travel Agencies (OTAs). The majority of respondents, represented by the "AGREE" category, acknowledge that leadership training positively impacts their motivation. With over 80 responses, this category demonstrates the clear effectiveness of such programs in fostering employee motivation. Similarly, the "STRONGLY AGREE" category, with around 50 responses, further highlights the significant role leadership training plays in boosting workplace engagement. However, a notable portion of responses—approximately 50—fall into the "NEUTRAL" category, indicating an opportunity to improve training programs for certain employees who may not perceive a direct motivational benefit. On the other hand, the "DISAGREE" and "STRONGLY DISAGREE" categories are minimal, with about 20 and fewer than 5 responses, respectively, reflecting limited dissatisfaction.

In the context of OTAs, where leadership training is critical for improving organizational performance, these findings provide several key takeaways. Leadership development programs are vital for motivating employees, particularly in an industry heavily reliant on operational efficiency, customer satisfaction, and team collaboration. The overwhelming agreement indicates that leadership training enhances employee engagement, which is directly linked to improved productivity, reduced errors, and higher

organizational commitment—factors essential for the success of OTAs in a competitive, fast-paced market.

The sizable "NEUTRAL" group, however, points to a need for OTAs to refine and tailor their leadership training programs. To address this segment, OTAs could incorporate feedback mechanisms, make training more interactive, and align leadership content with employee-specific challenges. This would ensure that the training resonates with all employees, making its motivational benefits more universally felt. The minimal disagreement further underscores that while leadership training is well-received, OTAs should focus on continuously monitoring and improving these initiatives to minimize any gaps in relevance or execution.



*Figure 8 Commitment to Company Goals*

The bar graph titled "Impact of Leadership Training on Commitment to Company Goals" shows the distribution of responses to the impact of Leadership Training on employees' commitment to the company's goals.

- A significant majority of respondents selected "Agree," with over 80 responses, indicating that Leadership Training has positively influenced their commitment to the company's goals.
- A smaller group of respondents chose "Neutral," suggesting that for these individuals, Leadership Training did not make a noticeable difference in their commitment.
- Few respondents selected "Strongly Agree," showing that while Leadership Training has a positive effect, not all employees feel an exceptionally strong alignment with company goals as a result of the Leadership Training.
- A very small number of respondents selected "Disagree," indicating that very few employees feel that Leadership Training has reduced their commitment to the company's goals.

Interpretation: The graph titled "Impact of Leadership Training on Commitment to Company Goals" highlights how respondents perceive the influence of leadership training, particularly in the context of Online Travel Agencies (OTAs), where achieving company goals requires high levels of coordination, efficiency, and alignment. The majority of respondents, approximately 80, selected "Agree," indicating that leadership training positively contributes to strengthening employees' commitment to organizational objectives. Furthermore, around 50 respondents "Strongly Agree," emphasizing that leadership training enhances goal alignment and fosters a sense of accountability, which is critical for OTAs where teams work in a fast-paced environment to manage bookings, customer satisfaction, and market competition.

In the OTA context, where organizational success hinges on customer satisfaction, quick decision-making, and efficient teamwork, leadership training plays a

pivotal role in fostering employee commitment to company objectives. The high proportion of agreement suggests that such programs are effective in enhancing employee alignment with organizational goals, which is critical for boosting productivity and overall performance. A committed workforce ensures consistent service delivery, reduces turnover, and improves customer experiences—key drivers for success in a competitive OTA landscape.

However, the significant “NEUTRAL” responses indicate room for improvement. OTAs must delve deeper to understand why certain employees are not fully committed after training. This could involve identifying gaps in training delivery, addressing individual needs, or clarifying how company goals align with personal career aspirations. Similarly, the “DISAGREE” responses, though smaller, highlight a need for OTAs to reassess and tailor leadership programs to resonate more effectively with this segment.

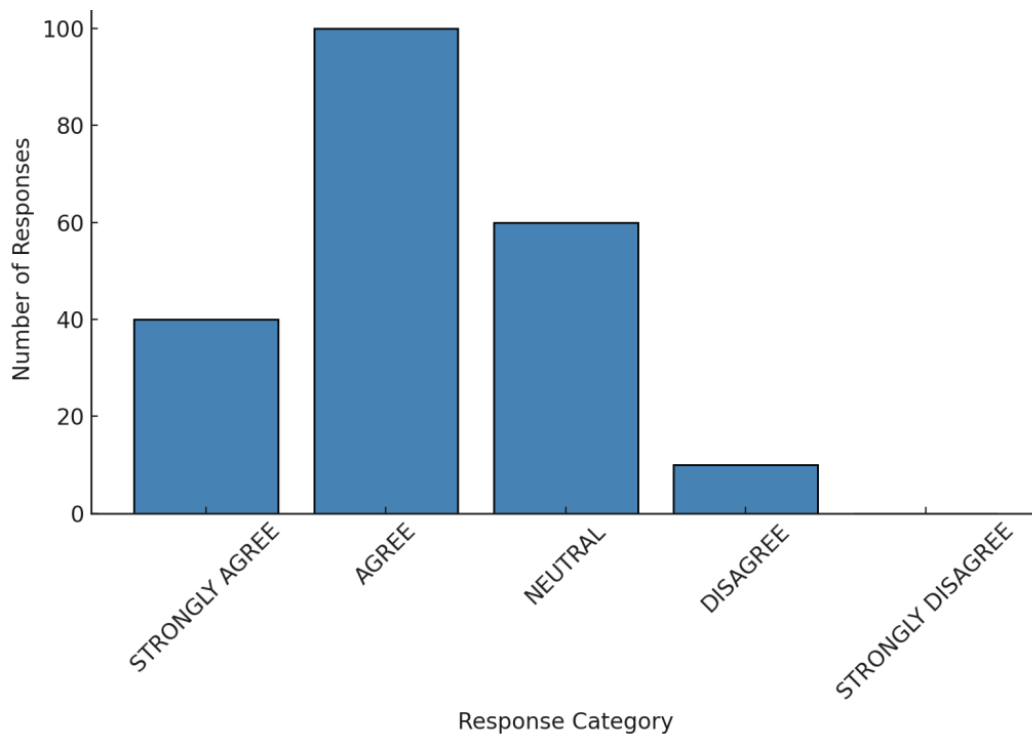


Figure 9 Job Satisfaction from Training

The bar graph titled " Impact of Leadership Training on Job Satisfaction " illustrates the distribution of responses regarding the impact of Leadership Training on job satisfaction.

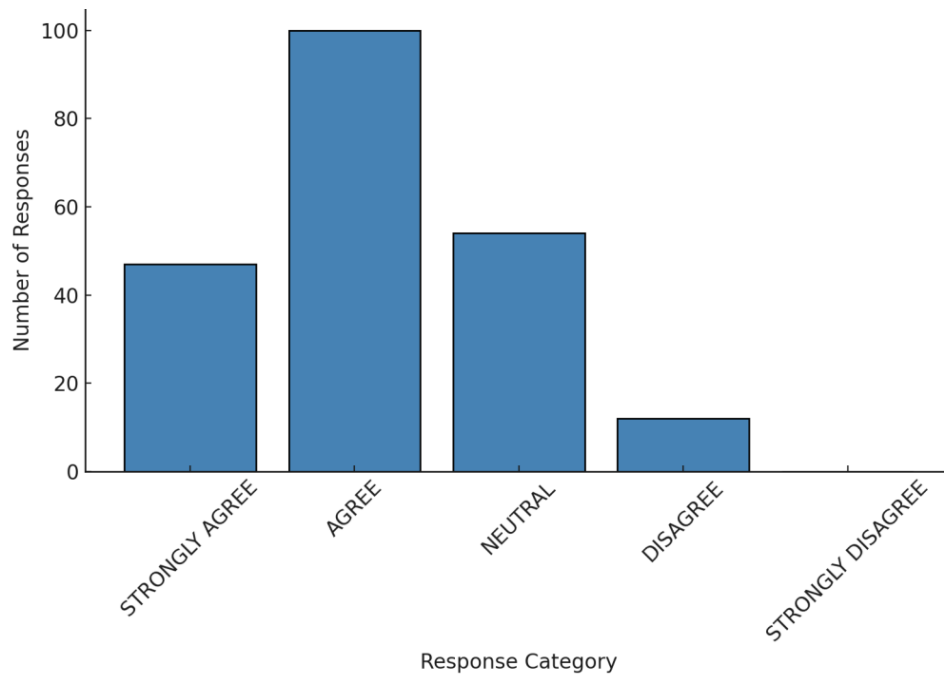
- A large majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has a positive impact on their job satisfaction.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, Leadership Training did not significantly affect their overall job satisfaction.
- A smaller number of respondents selected "Strongly Agree," indicating that while the Leadership Training was beneficial for many, not all employees felt an extremely high level of job satisfaction as a result of the Leadership Training.
- A very small number of respondents chose "Disagree," indicating that very few employees felt that the Leadership Training decreased their job satisfaction.

Interpretation: The bar chart titled "Impact of Leadership Training on Commitment to Company Goals" highlights employees' responses regarding their commitment following leadership training, with a focus on its impact within the Online Travel Agency (OTA) industry. The majority of responses fall into the "AGREE" category, with over 80 participants expressing that leadership training has positively influenced their commitment to achieving company goals. This strong agreement is further reinforced by the "STRONGLY AGREE" category, which accounts for about 50 responses, indicating significant buy-in and alignment from employees. However, a considerable number—around 60 responses—fall into the "NEUTRAL" category,

reflecting a segment of employees whose commitment to company goals has not shown a clear improvement. The “DISAGREE” category, with approximately 30 responses, indicates some dissatisfaction, while the “STRONGLY DISAGREE” group remains minimal.

In the OTA context, where organizational success hinges on customer satisfaction, quick decision-making, and efficient teamwork, leadership training plays a pivotal role in fostering employee commitment to company objectives. The high proportion of agreement suggests that such programs are effective in enhancing employee alignment with organizational goals, which is critical for boosting productivity and overall performance. A committed workforce ensures consistent service delivery, reduces turnover, and improves customer experiences—key drivers for success in a competitive OTA landscape.

However, the significant “NEUTRAL” responses indicate room for improvement. OTAs must delve deeper to understand why certain employees are not fully committed after training. This could involve identifying gaps in training delivery, addressing individual needs, or clarifying how company goals align with personal career aspirations. Similarly, the “DISAGREE” responses, though smaller, highlight a need for OTAs to reassess and tailor leadership programs to resonate more effectively with this segment.



*Figure 10 Support and Engagement at Work*

The bar graph titled "Impact of Leadership Training on Support and Engagement at Work" illustrates how Leadership Training has influenced employee engagement and their sense of support in the workplace.

- The majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has a positive effect on their support and engagement at work.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not lead to a significant increase in engagement or support.
- Fewer employees selected "Strongly Agree," suggesting that while the Leadership Training had a positive impact, not all employees felt an extremely strong connection between the Leadership Training and their work engagement.



- A very small number of respondents selected "Disagree," indicating that only a few employees feel that Leadership Training has negatively impacted their support and engagement at work.

Interpretation: The bar graph titled “Impact of Leadership Training for Support and Engagement” shows that the majority of respondents (AGREE ~100, STRONGLY AGREE ~45) believe leadership training positively enhances support and engagement. Around 55 responses are NEUTRAL, indicating no clear impact, while DISAGREE responses are minimal.

For Online Travel Agencies (OTAs), where collaboration and engagement are critical, the strong agreement highlights that leadership training fosters a supportive work environment, improving teamwork, motivation, and performance. The NEUTRAL group presents an opportunity to refine programs by addressing specific employee needs. The minimal DISAGREE responses suggest isolated gaps in program delivery, which OTAs can address for better outcomes.

Overall, leadership training effectively enhances engagement in OTAs, driving operational efficiency and organizational success.

#### **4.2.1 Section 1: One Sample t-test for Impact of Leadership Training on Employee Engagement Variables**

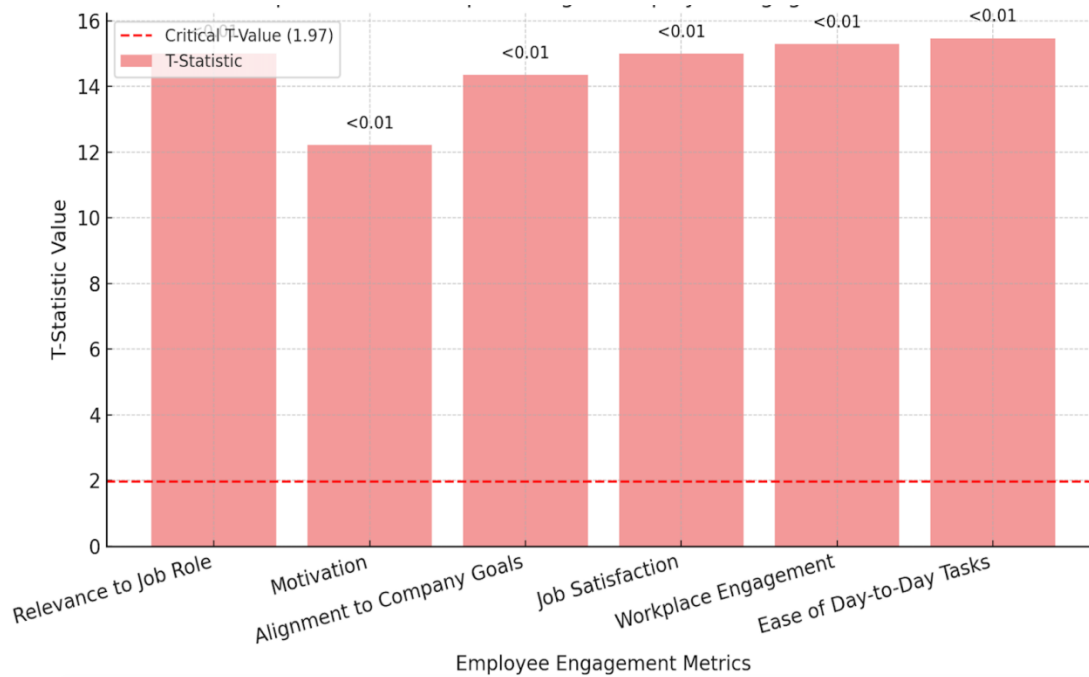


Figure 11 Impact of Leadership Training on Employee Engagement Metrics

- **Test Results**

**Relevance to Job Role:**

T-statistic: 14.9924  
 Critical t-value: 1.9713  
 p-value: <0.01  
 Motivation:  
 T-statistic: 12.2159  
 Critical t-value: 1.9713  
 p-value: <0.01  
 Alignment with Goals:  
 T-statistic: 14.3569  
 Critical t-value: 1.9713  
 p-value: <0.01

**Job Satisfaction:**

T-statistic: 14.9904  
 Critical t-value: 1.9713  
 p-value: <0.01  
 Workplace Engagement:  
 T-statistic: 15.2900  
 Critical t-value: 1.9713  
 p-value: <0.01  
 Ease of Day-to-Day Tasks:  
 T-statistic: 15.4656  
 Critical t-value: 1.9713  
 p-value: <0.01

- **Observations**

Relevance to Job Role: Respondents overwhelmingly agreed that leadership training is relevant to their roles, demonstrating the alignment of training content with workplace needs.

Motivation: Survey results indicate a substantial boost in motivation levels among employees following leadership training, with most selecting "Agree" or "Strongly Agree."

Alignment with Goals: Improved alignment with company goals was observed, showing that leadership training clarifies employees' contributions to broader organizational objectives.

Job Satisfaction: Leadership training led to a notable increase in job satisfaction, with employees expressing greater fulfillment in their roles.

Workplace Engagement: Employees reported higher engagement levels, including greater enthusiasm and involvement in their work.

Ease of Day-to-Day Tasks: Survey participants noted that leadership training simplified their daily tasks, enhancing overall efficiency and productivity.

- **Interpretations**

Relevance to Job Role: Leadership training effectively aligns with employees' job-specific needs, making it highly applicable and impactful for their daily responsibilities. This increases the likelihood of training outcomes being implemented effectively.

Motivation: Leadership training empowers employees, boosting their intrinsic motivation to perform well. For OTAs, this is crucial in fostering a motivated workforce capable of navigating the fast-paced, dynamic nature of the industry.

Alignment with Goals: Training ensures employees understand their roles within the larger organizational framework, fostering unity and strategic alignment critical for OTAs' success.

Job Satisfaction: Leadership training enhances job satisfaction by addressing employees' developmental needs and creating a positive work environment, which can reduce turnover and improve organizational loyalty.

Workplace Engagement: Increased engagement demonstrates that leadership training connects employees more closely to their roles, fostering higher productivity and commitment.

Ease of Day-to-Day Tasks: By simplifying complex tasks, leadership training improves operational efficiency, enabling employees to perform their roles with greater confidence and effectiveness.

#### **4.2.1.1 Overall Observations and Insights**

All six variables show t-statistic values significantly exceeding the critical t-value of 1.9713, with p-values of  $<0.01$ , confirming the strong statistical significance of leadership training's impact on employee engagement.

Leadership training positively influences critical engagement factors, including relevance, motivation, and alignment with goals, job satisfaction, workplace engagement, and task efficiency.

The results demonstrate that leadership training is an effective strategy for improving employee engagement across multiple dimensions, ultimately supporting better individual and organizational performance.

Leadership training significantly enhances employee engagement in OTAs, as evidenced by high t-statistic values and strong statistical significance for all six variables. These findings validate the hypothesis that leadership training positively impacts engagement by addressing motivation, alignment, satisfaction, and operational relevance. OTAs should continue investing in leadership development programs that prioritize employee engagement as a key driver of organizational success.

#### 4.3 Evaluating Impact on Team Collaboration and Communication

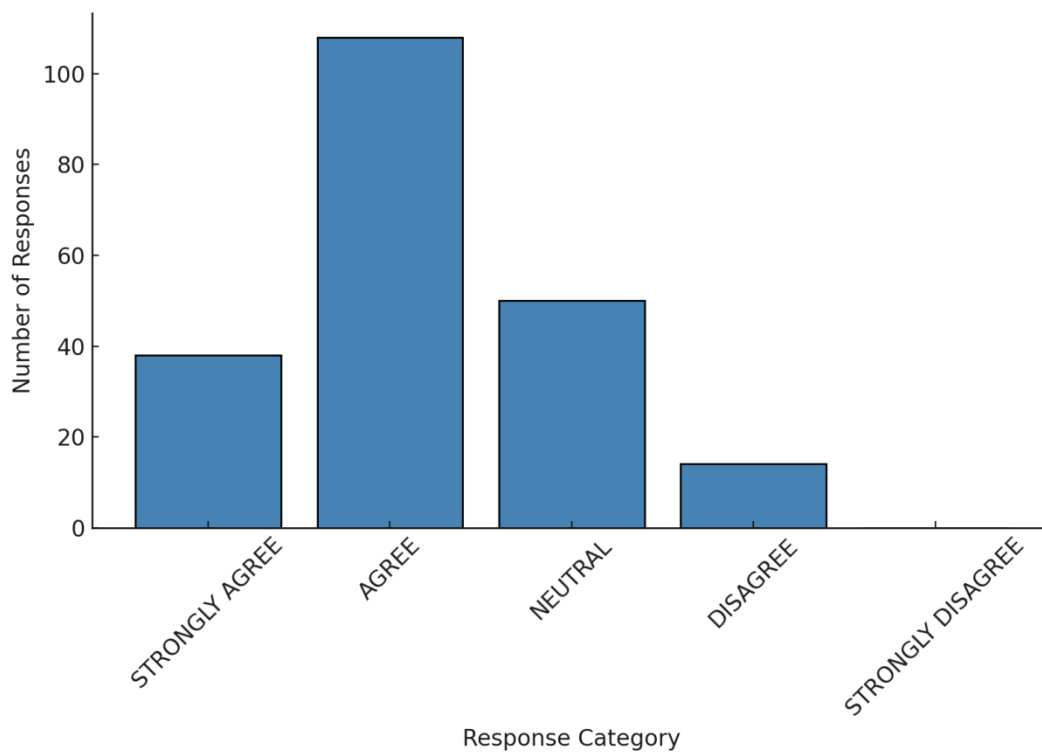


Figure 12 Distribution of Improved Team Collaboration

The bar graph titled "Impact of Leadership Training on Improved Team Collaboration" illustrates the distribution of responses to the impact of Leadership Training on team collaboration.

- **A majority of respondents** selected "Agree," with over 100 responses, suggesting that Leadership Training has **positively impacted team collaboration** in their workplace.
- **A moderate number of respondents** chose "Neutral," indicating that while some employees did not experience a significant change in collaboration, the Leadership Training did not harm the teamwork dynamic.
- **A smaller group of respondents** selected "Strongly Agree," showing that some employees felt an **exceptionally strong** improvement in team collaboration due to the Leadership Training.
- **A very small number of respondents** selected "Disagree," implying that only a few employees feel that the Leadership Training had no positive effect on collaboration or might have hindered it.

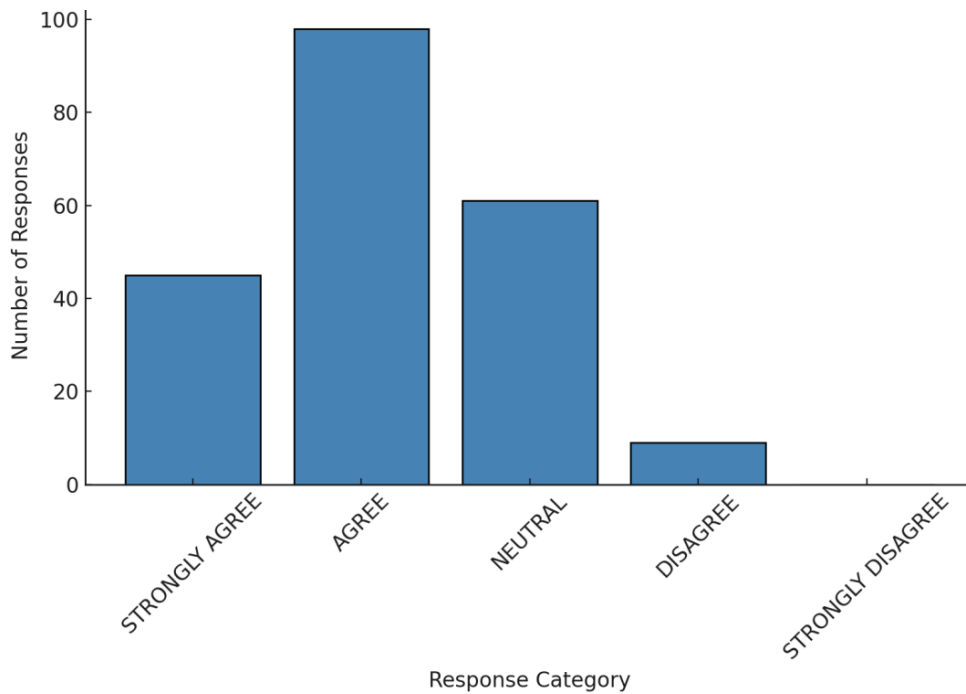
Interpretation: The bar graph titled "Improved Team Collaboration from Leadership Training" shows a significant positive impact, with AGREE (~105 responses) dominating the results, followed by STRONGLY AGREE (~40 responses). This clearly indicates that leadership training has effectively enhanced team collaboration. The NEUTRAL category (~50 responses) reveals that a portion of employees remain undecided, while the DISAGREE responses are minimal (~15), and STRONGLY DISAGREE is negligible.

In the context of Online Travel Agencies (OTAs), where seamless teamwork and cross-functional collaboration are critical to operational success, these results underscore

the importance of leadership training. Enhanced team collaboration ensures smoother workflows, faster issue resolution, and better coordination between departments, all of which are essential in delivering exceptional customer experiences. This is particularly vital in the OTA industry, where customer demands are time-sensitive, and operational efficiency can make or break the competitive edge.

The significant NEUTRAL responses present an opportunity for OTAs to strengthen leadership programs by emphasizing practical, real-world teamwork scenarios and fostering clearer communication strategies. Personalized training that addresses specific departmental challenges can help convert neutral participants into active collaborators. Minimal disagreement further indicates isolated gaps, such as a lack of follow-up support or alignment with job roles, which OTAs can address through post-training assessments and feedback mechanisms.

Overall, the graph highlights that leadership training plays a pivotal role in improving team collaboration, a critical driver of success for OTAs. By refining programs to engage all employees and addressing isolated challenges, OTAs can build high-performing teams capable of delivering streamlined operations and superior customer satisfaction, ensuring sustained competitiveness and growth in the industry.



*Figure 13 Distribution of Improved Team Communication*

The bar graph titled "Impact of Leadership Training on Improved Team Communication" illustrates the distribution of responses regarding the effect of Leadership Training on team communication.

- A large majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has positively impacted team communication.
- A moderate number of respondents selected "Neutral," suggesting that for some employees, the Leadership Training did not lead to a significant improvement in communication within the team.
- A smaller number of respondents selected "Strongly Agree," indicating that while the Leadership Training has been effective, not all employees felt an exceptionally strong improvement in communication.



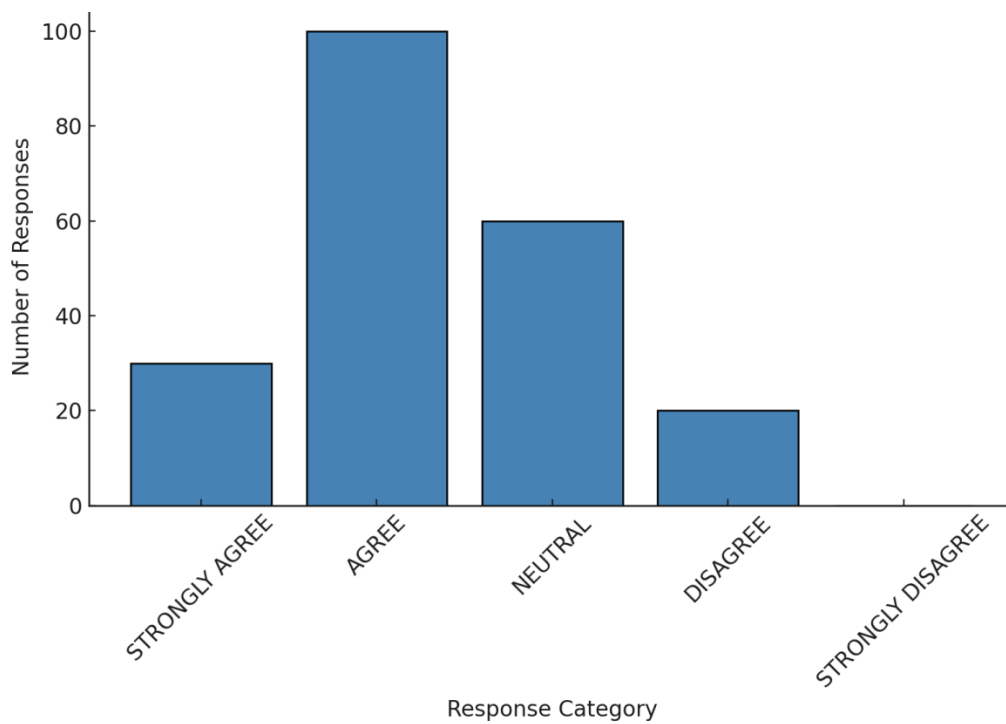
- Only a small number of respondents selected "Disagree," suggesting that very few employees feel that the Leadership Training hindered or failed to improve team communication.

**Interpretation:** The bar graph titled “Impact of Leadership Training on Improved Team Communication” highlights the positive impact of leadership programs on enhancing team communication. The AGREE category dominates with around 95 responses, followed by STRONGLY AGREE (~45), indicating widespread acknowledgment of the benefits. The NEUTRAL group (~60) reflects employees who did not observe a significant impact, while DISAGREE remains minimal (~10), and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where communication is critical for operational success, these results emphasize the importance of leadership training in fostering clear, efficient, and collaborative communication within teams. Effective team communication ensures seamless coordination between departments, quicker problem resolution, and improved service delivery—factors that are particularly vital in the fast-paced, customer-driven OTA environment. Enhanced communication helps reduce errors, streamline workflows, and improve overall employee satisfaction, directly influencing customer experiences and organizational success.

The NEUTRAL responses suggest an opportunity to further strengthen leadership training by incorporating tailored modules that address specific communication challenges employees face. Real-world scenarios, role-specific strategies, and interactive communication exercises can help bridge this gap. Meanwhile, the small DISAGREE category points to isolated cases where training may not have been fully effective, possibly due to program delivery, relevance, or follow-up gaps.

In summary, the graph demonstrates that leadership training significantly improves team communication, a cornerstone of success for OTAs. By refining programs to engage all employees and address communication barriers, OTAs can unlock higher team efficiency, better collaboration, and superior customer satisfaction—key elements for sustained growth and competitiveness in the industry.



*Figure 14 Distribution of Improved Conflict Resolution*

The bar graph titled "Impact of Leadership Training on Improved Conflict Resolution" shows the distribution of responses regarding the impact of Leadership Training on conflict resolution within teams.

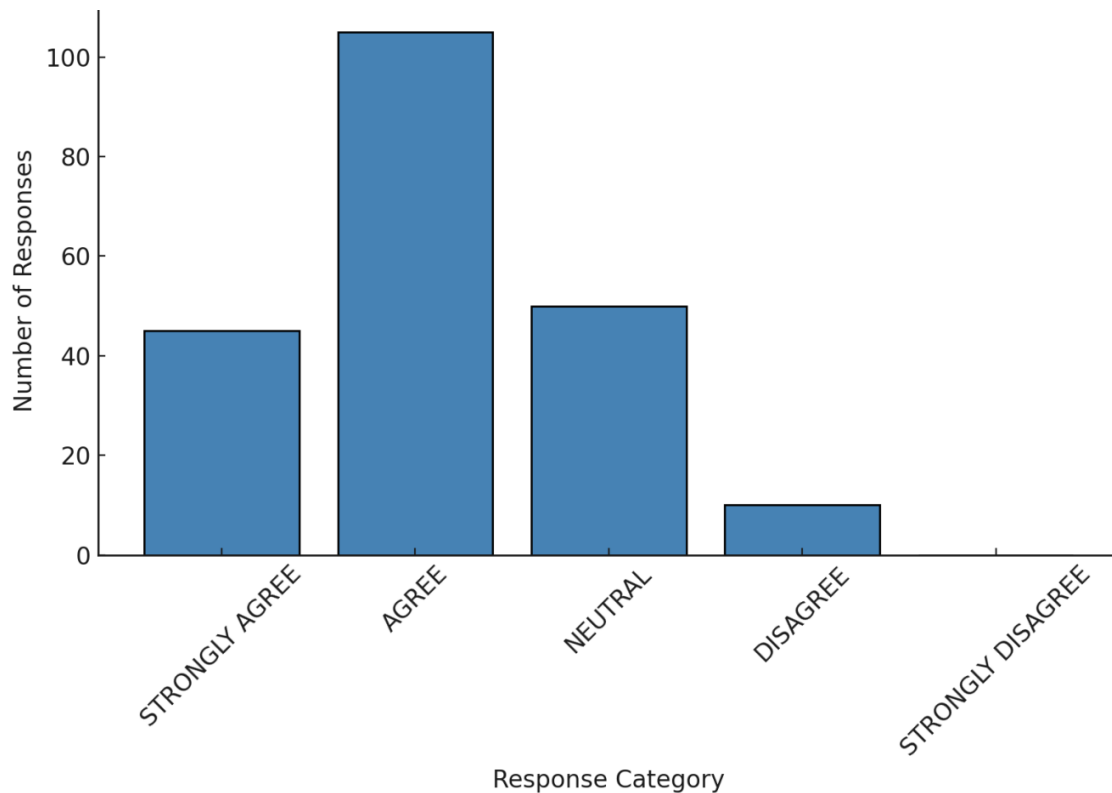
- A significant majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has positively influenced their ability to resolve conflicts in the workplace.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not lead to a significant improvement in their conflict resolution skills.
- A smaller number of respondents selected "Strongly Agree," showing that while the Leadership Training had a positive effect, not all employees felt a very strong improvement in conflict resolution.
- A very small number of respondents selected "Disagree," indicating that only a few employees felt that Leadership Training did not improve or may have hindered their ability to resolve conflicts effectively.

Interpretation: The bar graph titled “Improved Conflict Resolution from Leadership Training” demonstrates that leadership training has a positive impact on enhancing conflict resolution skills among employees. The AGREE category leads with around 100 responses, while STRONGLY AGREE (~30) further supports this positive outcome. However, approximately 60 responses fall into the NEUTRAL category, indicating some employees did not experience a noticeable improvement. The DISAGREE category (~20) is small, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where effective conflict resolution is essential to maintaining smooth operations and customer satisfaction, these results highlight the importance of leadership training. In a fast-paced, dynamic OTA environment, conflicts can arise internally within teams or externally with customers due to miscommunications, workload pressure, or customer demands. Leadership training equips employees with the necessary skills to address and resolve conflicts efficiently,

ensuring minimal disruption to workflows, improved teamwork, and better service delivery.

The NEUTRAL responses indicate a need for OTAs to enhance leadership programs by incorporating more practical conflict resolution strategies, such as role-playing exercises, real-world case studies, and communication techniques. Addressing specific scenarios relevant to team dynamics and customer interactions can help employees better relate and apply conflict management skills. The small DISAGREE group suggests isolated gaps in program delivery or alignment, which OTAs can resolve by gathering feedback and offering follow-up support.



*Figure 15 Distribution of Trust Among Team Members*

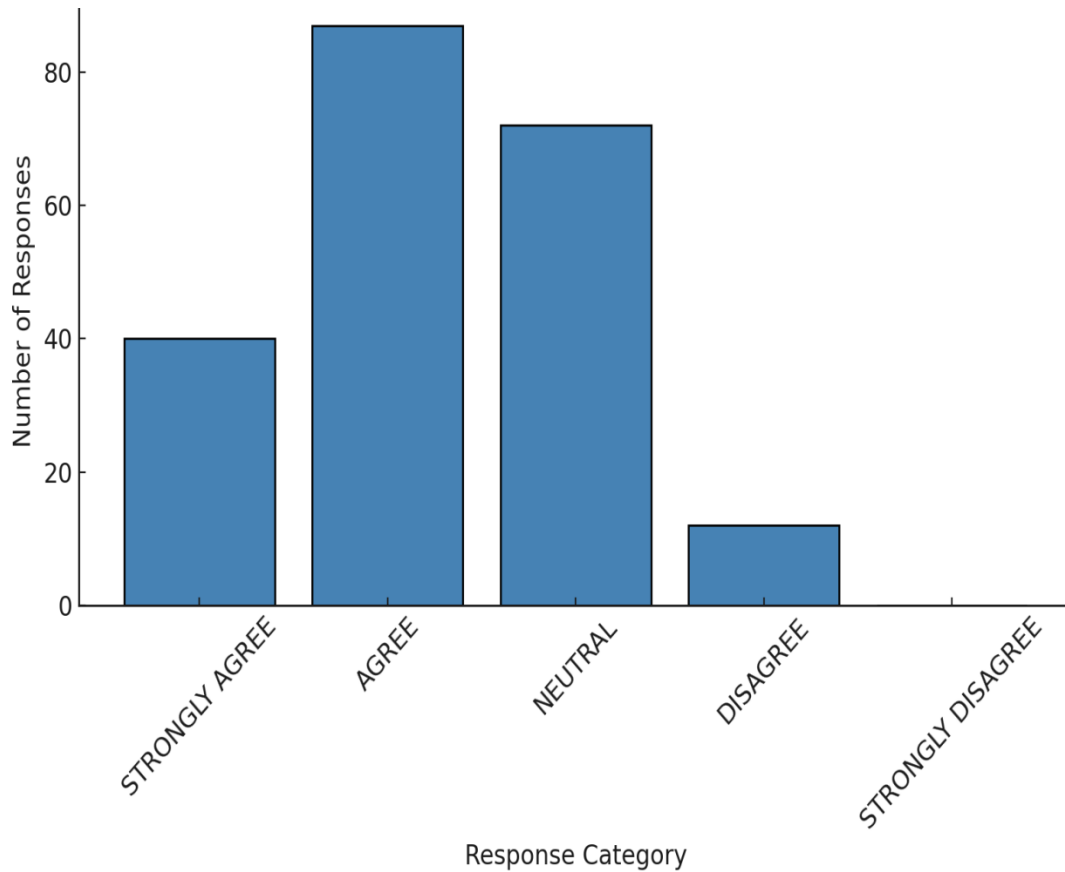
The bar graph titled "Impact of Leadership Training on Trust Among Team Members" displays the distribution of responses regarding the impact of Leadership Training on trust within teams.

- A large majority of respondents selected "Agree," with over 100 responses, suggesting that Leadership Training has positively impacted trust among team members.
- A moderate number of respondents chose "Neutral," indicating that some employees did not notice a significant change in trust following the Leadership Training.
- A smaller group of respondents selected "Strongly Agree," demonstrating that for some, Leadership Training led to a strong improvement in trust among team members.
- Only a small number of respondents selected "Disagree," indicating that very few employees felt that Leadership Training hindered or did not affect trust within their teams.

Interpretation: The bar graph titled "Trust Among Team Members" highlights the impact of leadership training on fostering trust within teams. The AGREE category dominates with over 100 responses, supported by STRONGLY AGREE (~45), reflecting strong positive outcomes. The NEUTRAL group (~50) indicates some employees did not experience significant changes, while the DISAGREE responses (~10) remain minimal, and STRONGLY DISAGREE is negligible.

In the context of Online Travel Agencies (OTAs), trust among team members is a cornerstone for operational success. OTAs rely heavily on team collaboration across departments—sales, customer service, and operations—to deliver seamless customer experiences. Strong trust, as shown by the majority agreement, ensures smoother

workflows, improved decision-making, and a supportive work environment. This directly translates into faster issue resolution, better communication, and higher service quality, which are critical for maintaining competitiveness in the fast-paced OTA industry.



*Figure 16 Distribution of Team Cohesion*

The bar graph titled " Impact of Leadership Training on Team Cohesion" shows the distribution of responses regarding the impact of Leadership Training on team cohesion.

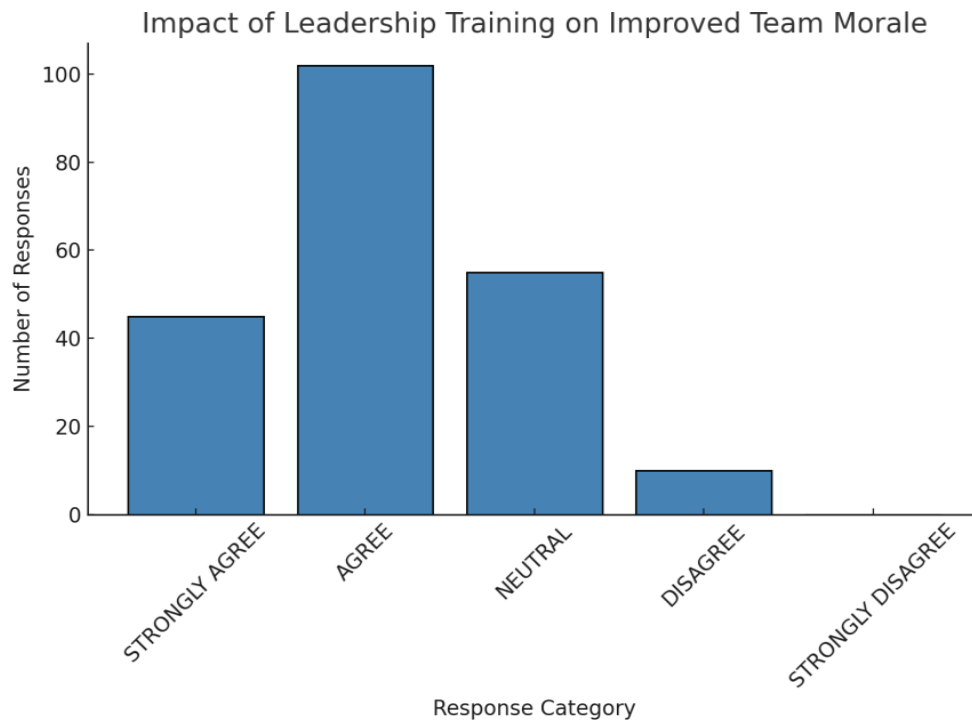
- A majority of respondents selected "Agree," with over 80 responses, indicating that Leadership Training has had a positive effect on team cohesion.
- A moderate number of respondents chose "Neutral," suggesting that for some individuals, Leadership Training did not lead to a noticeable improvement in team cohesion.
- A smaller group of respondents selected "Strongly Agree," indicating that some employees felt that Leadership Training had an exceptionally strong impact on enhancing cohesion within their teams.
- A very small number of respondents selected "Disagree," suggesting that very few employees felt that the Leadership Training had no positive effect on team cohesion.

Interpretation: The bar graph titled “Impact of Leadership Training on Team Cohesion” demonstrates that leadership training has positively influenced team cohesion. The AGREE category leads with approximately 85 responses, followed by STRONGLY AGREE (~40), reflecting a strong acknowledgment of its impact. However, around 70 responses fall into the NEUTRAL category, indicating that some employees remain unsure of the program's benefits. The DISAGREE responses (~15) are minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where seamless teamwork is essential for managing customer demands and operational challenges, strong team cohesion ensures better collaboration, improved workflows, and faster problem resolution. The high agreement levels suggest that leadership training effectively strengthens interpersonal relationships and alignment among team members, enabling them to work cohesively toward shared goals. This is particularly critical in OTAs, where coordinated efforts

across sales, customer service, and logistics directly impact customer satisfaction and business success.

The NEUTRAL responses highlight the need for OTAs to enhance leadership training by incorporating activities and strategies that specifically focus on team-building and practical collaboration. Programs that emphasize role clarity, shared accountability, and trust-building exercises can help employees experience tangible improvements in team dynamics. The small DISAGREE segment suggests isolated cases where team cohesion remains unaffected, which OTAs can address by gathering feedback and offering follow-up interventions tailored to team-specific challenges.



*Figure 17 Distribution of Improved Team Morale*



The bar graph titled " Impact of Leadership Training on Improved Team Morale" displays the distribution of responses regarding the impact of Leadership Training on team morale.

- A large majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has a positive impact on team morale.
- A moderate number of respondents chose "Neutral," suggesting that some employees did not perceive a significant change in morale following the Leadership Training.
- A smaller group of respondents selected "Strongly Agree," indicating that for some, the Leadership Training had an exceptionally strong effect on morale.
- Only a small number of respondents selected "Disagree," showing that very few employees felt that Leadership Training did not positively affect team morale.

Interpretation: The bar graph titled "Impact of Leadership Training on Team Cohesion" demonstrates that leadership training has positively influenced team cohesion. The AGREE category leads with approximately 85 responses, followed by STRONGLY AGREE (~40), reflecting a strong acknowledgment of its impact. However, around 70 responses fall into the NEUTRAL category, indicating that some employees remain unsure of the program's benefits. The DISAGREE responses (~15) are minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where seamless teamwork is essential for managing customer demands and operational challenges, strong team cohesion ensures better collaboration, improved workflows, and faster problem resolution. The high

agreement levels suggest that leadership training effectively strengthens interpersonal relationships and alignment among team members, enabling them to work cohesively toward shared goals. This is particularly critical in OTAs, where coordinated efforts across sales, customer service, and logistics directly impact customer satisfaction and business success.

The NEUTRAL responses highlight the need for OTAs to enhance leadership training by incorporating activities and strategies that specifically focus on team-building and practical collaboration. Programs that emphasize role clarity, shared accountability, and trust-building exercises can help employees experience tangible improvements in team dynamics. The small DISAGREE segment suggests isolated cases where team cohesion remains unaffected, which OTAs can address by gathering feedback and offering follow-up interventions tailored to team-specific challenges.

#### 4.3.1 Section 2: One Sample t-test for Impact of Leadership Training on Team Dynamics Variables

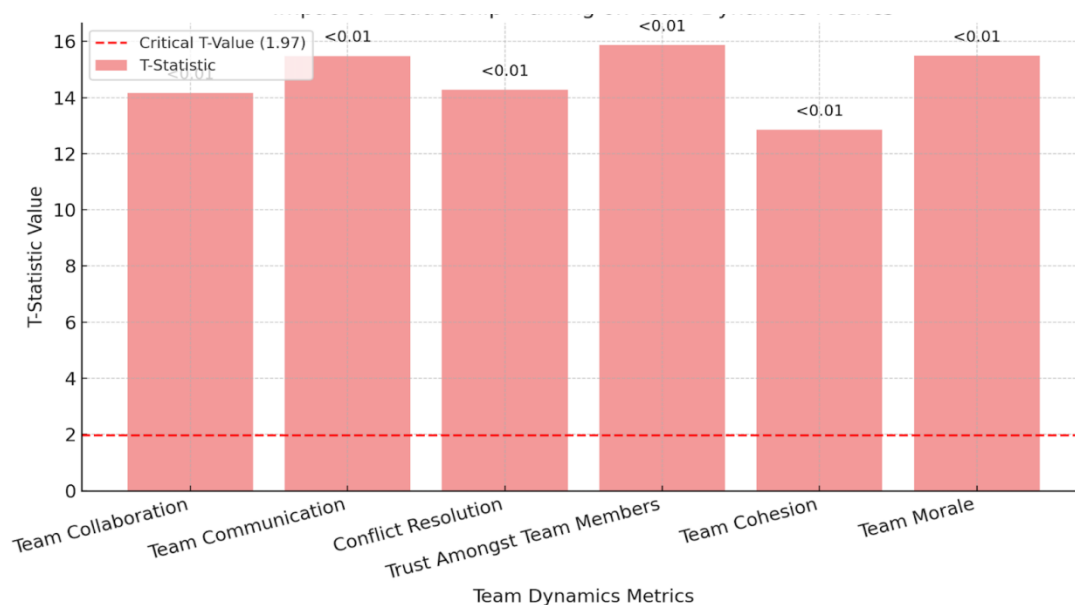


Figure 18 Impact of Leadership Training on Team Dynamics Metrics

- **Test Results**

Team Collaboration:

T-statistic: 14.1529

Critical t-value: 1.9713

p-value: <0.01

Team Communication:

T-statistic: 15.4759

Critical t-value: 1.9713

p-value: <0.01

Team Collaboration:

T-statistic: 14.1529

Critical t-value: 1.9713

p-value: <0.01

Team Communication:

T-statistic: 15.4759

Critical t-value: 1.9713

p-value: <0.01

Conflict Resolution:

T-statistic: 14.2676

Critical t-value: 1.9713

p-value: <0.01

Trust Amongst Team Members:

T-statistic: 15.8628

Critical t-value: 1.9713

p-value: <0.01

Team Cohesion:

T-statistic: 12.8509

Critical t-value: 1.9713

p-value: <0.01

Team Morale:

T-statistic: 15.4870

Critical t-value: 1.9713

p-value: <0.01

- **Observations**

Team Collaboration: Respondents predominantly indicated "Agree" or "Strongly Agree" for improved collaboration, suggesting that leadership training fosters better teamwork.

Team Communication: Improved communication was reported, highlighting the role of leadership training in equipping employees with better communication techniques.

Conflict Resolution: Survey participants noted enhanced conflict resolution skills, enabling constructive handling of disagreements.

Trust amongst Team Members: Increased trust was observed, with respondents feeling their team members were more reliable and supportive.

Team Cohesion: Leadership training was linked to stronger team bonds and alignment toward shared goals.

Team Morale: Employees reported higher morale, reflected in greater enthusiasm and confidence in team settings.

- **Interpretations**

Team Collaboration: Leadership training aligns team members toward shared goals, enabling effective collaboration essential for OTAs' fast-paced environment.

Team Communication: Enhanced communication reduces misunderstandings and improves workflow, demonstrating the importance of communication modules in leadership training.

Conflict Resolution: Leadership training equips employees with skills to manage conflicts constructively, fostering a healthier work environment.

Trust Amongst Team Members: Training builds trust by promoting transparency, shared accountability, and mutual respect, crucial for team cohesion in OTAs.

Team Cohesion: Stronger team bonds result in unified efforts toward organizational objectives, with leadership training acting as a catalyst for cohesion.

Team Morale: Leadership training boosts morale by emphasizing recognition, positive reinforcement, and motivation, enhancing overall team performance.

#### **4.3.1.1 Overall Observations and Insights**

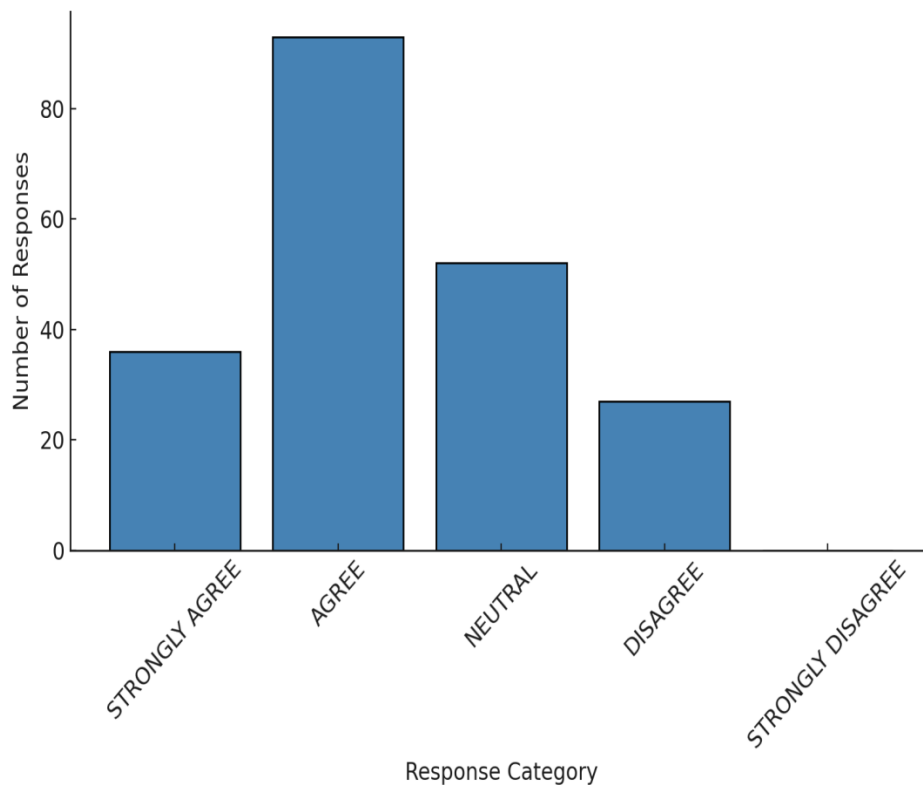
All six variables under team dynamics show t-statistic values significantly exceeding the critical t-value of 1.9713, with p-values of  $<0.01$ , confirming the strong statistical significance of leadership training's impact.

Leadership training fosters vital aspects of team dynamics: collaboration, communication, conflict resolution, trust, cohesion, and morale.

The results provide robust evidence that leadership training enhances the interpersonal and functional dynamics within teams, contributing to organizational effectiveness.

Leadership training significantly improves team dynamics in OTAs, validated by the high t-statistic values and strong statistical significance for all six variables. These findings emphasize the need for OTAs to invest in leadership training programs that focus on building strong, cohesive, and high-performing teams. By improving collaboration, communication, conflict resolution, trust, cohesion, and morale, leadership training contributes to better team performance, directly supporting OTAs' operational success and long-term goals.

#### **4.4 Assessing Employee Performance Metrics**



*Figure 19 Distribution of Improved Productivity*

The bar graph titled "Impact of Leadership Training on Improved Productivity" illustrates how Leadership Training has impacted employee productivity.

- A large majority of respondents selected "Agree," with over 80 responses, suggesting that Leadership Training has positively affected productivity.
- A moderate number of respondents chose "Neutral," indicating that for some individuals, the Leadership Training did not significantly impact their productivity.
- A smaller group of respondents selected "Strongly Agree," showing that some employees felt that the Leadership Training had an exceptionally positive effect on their productivity.

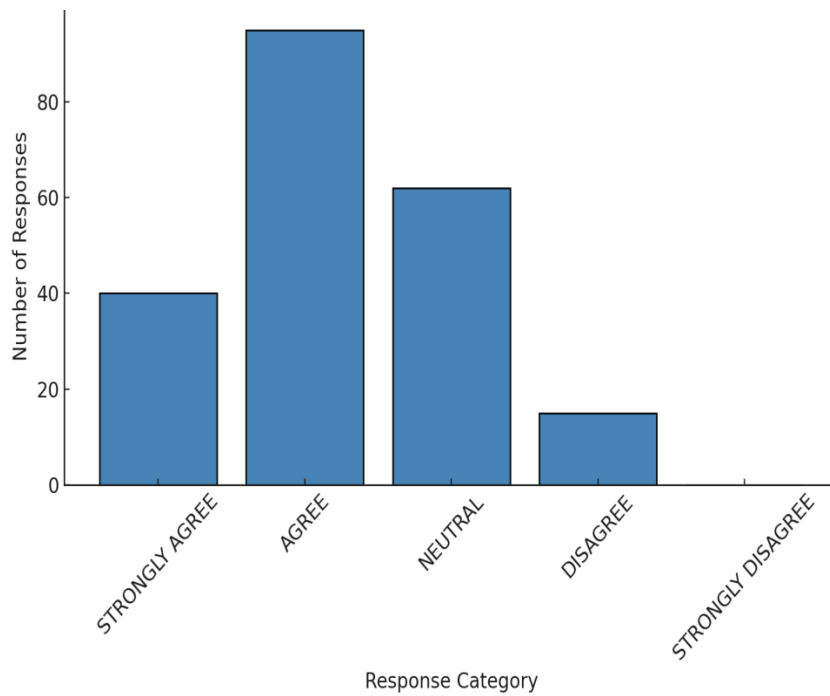
- A small number of respondents selected "Disagree," implying that a few employees did not feel that Leadership Training enhanced their productivity.

Interpretation: The bar graph titled "Impact of Leadership Training on Improved Productivity" reveals that leadership training positively influences employee productivity. The AGREE category leads with approximately 90 responses, followed by STRONGLY AGREE (~35), indicating that the majority of employees perceive leadership training as beneficial for enhancing their productivity. However, around 50 responses fall into the NEUTRAL category, highlighting a group that did not experience a clear impact. The DISAGREE responses (~25) suggest some dissatisfaction, while STRONGLY DISAGREE remains negligible.

For Online Travel Agencies (OTAs), where productivity is directly tied to service delivery and operational efficiency, these findings underscore the importance of leadership training as a driver of improved performance. High productivity ensures faster response times, reduced errors, and greater output, all of which are critical for maintaining competitiveness in the OTA industry. The strong agreement indicates that leadership training equips employees with essential skills, such as time management, decision-making, and problem-solving, that directly contribute to enhanced productivity.

However, the NEUTRAL responses reflect an opportunity for OTAs to make training more targeted and role-specific. By incorporating practical exercises, performance metrics, and post-training evaluations, organizations can better align training outcomes with day-to-day job responsibilities. The DISAGREE responses suggest a need to identify gaps in training content or delivery, ensuring programs remain relevant and actionable for all employees.

In summary, leadership training significantly improves productivity, a key factor for OTAs to achieve operational excellence and customer satisfaction. By addressing neutrality and refining programs to meet individual needs, OTAs can unlock even greater levels of performance, efficiency, and growth, ensuring a competitive edge in the industry.



*Figure 20 Distribution of Task Efficiency*

The bar graph titled "Impact of Leadership Training on Task Efficiency" illustrates the distribution of responses regarding the impact of Leadership Training on task efficiency.

- A significant majority of respondents selected "Agree," with over 80 responses, indicating that Leadership Training has positively impacted task efficiency.



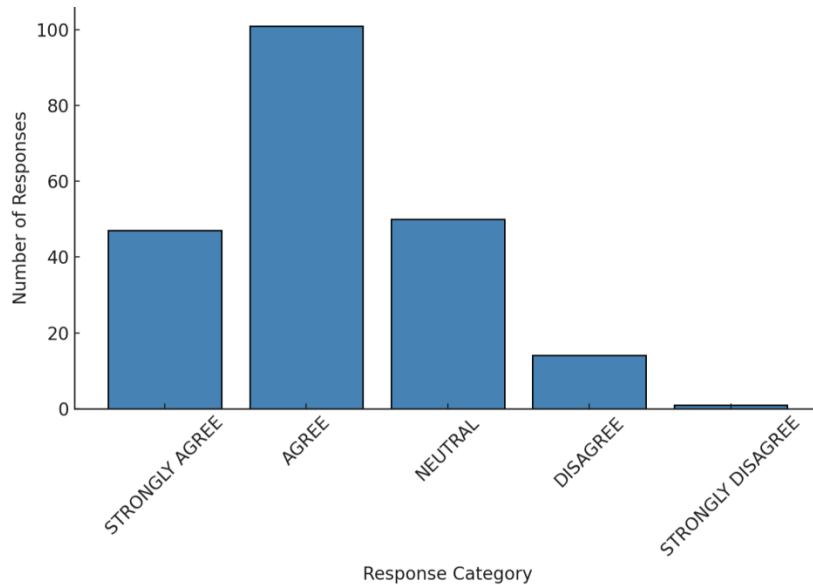
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not significantly change their ability to perform tasks more efficiently.
- A smaller group of respondents selected "Strongly Agree," showing that a portion of employees felt the Leadership Training had an exceptionally positive effect on their task efficiency.
- A small number of respondents selected "Disagree," implying that a few employees did not feel that Leadership Training improved their task efficiency.

Interpretation: The bar graph titled “Impact of Leadership Training on Task Efficiency” demonstrates that leadership training positively influences task efficiency. The AGREE category leads with approximately 90 responses, followed by STRONGLY AGREE (~40), highlighting a clear majority recognizing its benefits. Around 60 responses fall under NEUTRAL, indicating that some employees remain unsure of the impact. The DISAGREE responses (~15) are minimal, while STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where task efficiency is crucial for managing bookings, addressing customer queries, and optimizing operations, these results emphasize the value of leadership training. The strong agreement reflects how leadership programs enhance employees' ability to prioritize tasks effectively and set SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound. By mastering prioritization, employees can focus on high-impact tasks, reduce delays, and streamline workflows, ensuring faster and more accurate task completion. This directly improves operational performance and enhances customer satisfaction, which is vital in the highly competitive OTA industry.

The NEUTRAL responses highlight the need for OTAs to refine their leadership programs by incorporating targeted modules on task prioritization techniques and goal-setting frameworks like SMART goals. Practical exercises, real-world examples, and tools for tracking progress can help employees better align training outcomes with their daily responsibilities. The small DISAGREE group suggests minor gaps, such as training content not being fully relevant to certain roles or insufficient post-training support.

In conclusion, leadership training significantly improves task efficiency by equipping employees with essential skills like prioritization and goal-setting. For OTAs, enhanced task efficiency translates into improved productivity, fewer errors, and quicker response times, all of which contribute to superior customer service and organizational success. By addressing neutral feedback and embedding practical strategies like SMART goals, OTAs can optimize task performance, empower employees, and achieve sustainable growth in an increasingly competitive market.



*Figure 21 Distribution of Meeting Performance Expectations*

The bar graph titled "Impact of Leadership Training on Meeting Performance Expectations" displays the distribution of responses regarding how Leadership Training has impacted employees' ability to meet performance expectations.

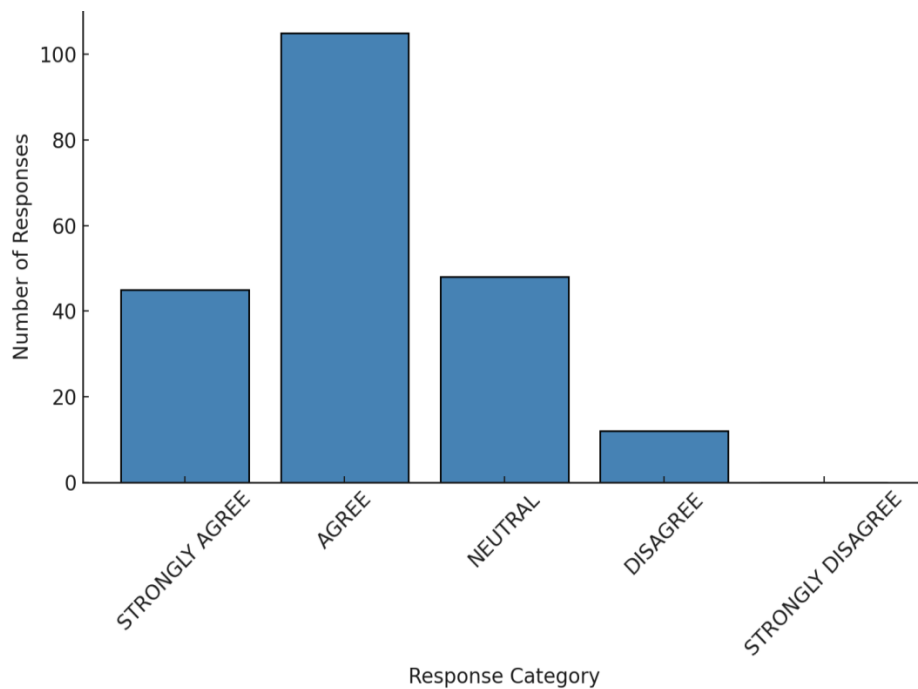
- The majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has positively impacted their ability to meet performance expectations.
- A smaller group of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not lead to a noticeable change in their ability to meet expectations.
- A smaller number of respondents selected "Strongly Agree," showing that some employees felt a strong improvement in their ability to meet performance expectations due to the Leadership Training.
- A very small number of respondents selected "Disagree," and only a few selected "Strongly Disagree," indicating that very few employees feel that the Leadership Training had no or a negative impact on their performance.

Interpretation: The bar graph titled "Impact of Leadership Training on Meeting Performance Expectations" highlights the significant positive influence of leadership training on employees' ability to meet performance expectations. The AGREE category leads with approximately 100 responses, followed by STRONGLY AGREE (~45), showing widespread recognition of the training's benefits. Around 50 responses fall under the NEUTRAL category, suggesting some employees did not observe a clear impact, while DISAGREE (~10) and STRONGLY DISAGREE (minimal) responses remain low.

For Online Travel Agencies (OTAs), where meeting performance expectations is crucial for delivering timely and high-quality services, these results underscore the effectiveness of leadership training. Leadership programs equip employees with tools

such as prioritization techniques and SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound—enabling them to focus on key tasks, measure progress effectively, and meet organizational benchmarks. Improved performance alignment ensures higher operational efficiency, reduced service delays, and better customer satisfaction, all of which are critical for OTAs to remain competitive in a fast-paced environment.

The NEUTRAL responses point to an opportunity for OTAs to enhance the alignment of leadership training with individual performance expectations. By incorporating personalized goal-setting exercises, performance reviews, and practical role-specific scenarios, organizations can ensure employees gain the confidence and skills necessary to meet and exceed targets. The small DISAGREE segment highlights isolated gaps, which could be addressed through targeted feedback mechanisms, post-training evaluations, and continuous support.



*Figure 22 Distribution of Improved Work Quality*

The bar graph titled " Impact of Leadership Training on Improved Work Quality" shows the distribution of responses regarding the effect of Leadership Training on work quality.

- A significant majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has positively affected the quality of their work.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not significantly impact the quality of their work.
- A smaller group of respondents selected "Strongly Agree," showing that some employees felt the Leadership Training had an exceptionally strong effect on their work quality.
- A small number of respondents selected "Disagree," indicating that a few employees did not feel any improvement in their work quality as a result of the Leadership Training.

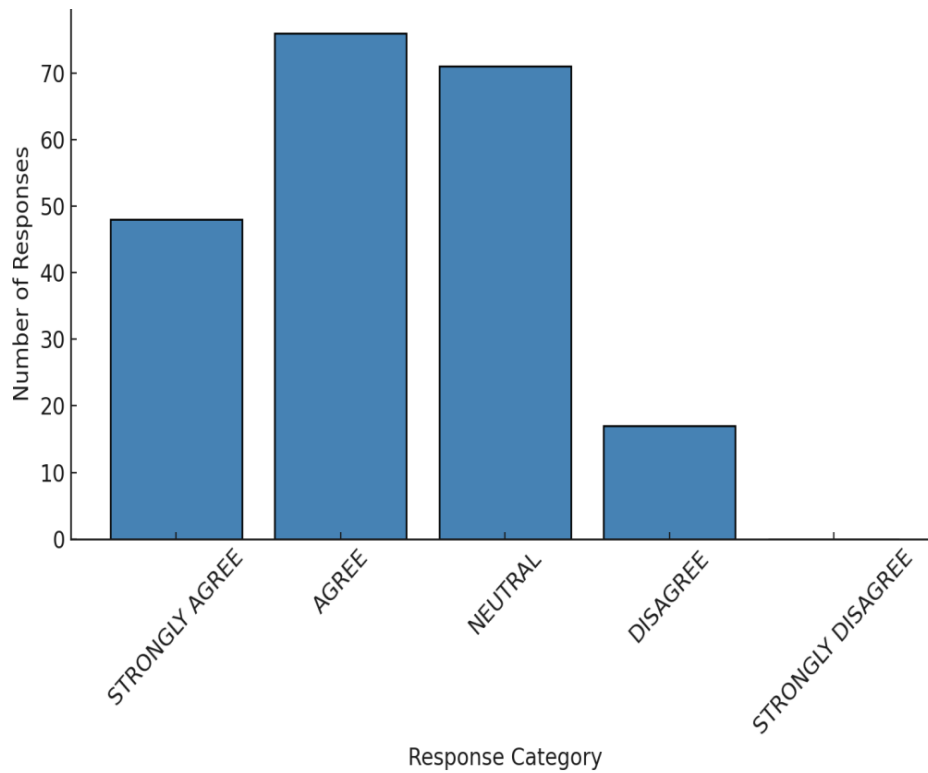
Interpretation: The bar graph titled "Impact of Leadership Training on Improved Work Quality" highlights that leadership training has a notable positive influence on work quality. The AGREE category leads with approximately 105 responses, followed by STRONGLY AGREE (~45), reflecting strong employee recognition of the benefits. Around 50 responses fall under the NEUTRAL category, indicating that some employees have not perceived a significant improvement. The DISAGREE responses (~10) are minimal, while STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where work quality directly affects customer satisfaction and operational success, these findings emphasize the value of leadership training. Improved work quality ensures that tasks are performed with greater accuracy,

consistency, and attention to detail—critical for minimizing errors in bookings, handling inquiries efficiently, and maintaining smooth operations. The strong agreement reflects that leadership programs enhance employees' ability to perform tasks to higher standards, fostering professionalism and accountability.

The NEUTRAL responses highlight opportunities for OTAs to fine-tune their leadership programs to address role-specific challenges and provide more actionable insights. Practical exercises, quality benchmarks, and continuous feedback loops can help employees better apply the training to improve their work output. The small DISAGREE segment points to isolated cases where training might not have been relevant or fully effective, suggesting a need for follow-up evaluations and targeted improvements.

In summary, leadership training significantly enhances work quality, a crucial factor for OTAs to deliver reliable, high-quality services and maintain customer trust. By addressing neutrality and refining programs to ensure relevance and applicability, OTAs can further strengthen their workforce, improve operational excellence, and achieve sustained competitive success.



*Figure 23 Distribution of Reduced Errors*

The bar graph titled "Impact of Leadership Training on Reduced Errors" illustrates the distribution of responses regarding the impact of Leadership Training on the reduction of errors in employees' work.

- A majority of respondents selected "Agree," with over 70 responses, suggesting that Leadership Training has positively impacted error reduction.
- A moderate number of respondents selected "Neutral," indicating that some employees did not perceive a significant decrease in errors following the Leadership Training.

- A smaller number of respondents selected "Strongly Agree," showing that some employees felt that Leadership Training had an exceptionally positive effect on reducing errors.
- Only a small number of respondents selected "Disagree," suggesting that a very few employees did not experience a reduction in errors as a result of the Leadership Training.

Interpretation: The bar graph titled “Impact of Leadership Training on Reduced Errors” highlights how leadership training influences error reduction in the workplace. The AGREE category leads with approximately 75 responses, followed closely by NEUTRAL (~70), showing a significant portion of employees remain undecided. STRONGLY AGREE (~48) reflects further acknowledgment of positive outcomes. The DISAGREE responses (~15) remain minimal, while STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where precision and accuracy are critical in managing bookings, handling customer queries, and ensuring seamless operations, reducing errors is essential to maintaining service quality and customer trust. The majority agreement highlights that leadership training helps employees develop skills to minimize mistakes through better attention to detail, improved processes, and enhanced decision-making. Reduced errors lead to fewer disruptions, higher customer satisfaction, and cost savings, which are vital for maintaining competitiveness in the OTA industry.

However, the large NEUTRAL category indicates an opportunity to refine training programs further by incorporating role-specific exercises and error-prevention strategies. Practical simulations, real-world case studies, and structured feedback loops can help employees directly apply training insights to their tasks. The DISAGREE



responses suggest minor gaps in training relevance or effectiveness, which OTAs can address by tailoring content to specific job roles and conducting follow-up assessments.

In summary, leadership training plays a key role in reducing errors, contributing to operational excellence and customer satisfaction in OTAs. By addressing neutrality through targeted training and actionable strategies, OTAs can further reduce errors, enhance accuracy, and ensure a seamless customer experience—solidifying their position in a competitive market.

#### **4.4.1 Summary of bar graphs of Section 3**

The analysis of the graphs highlights the significant impact of leadership training on key performance areas such as productivity, task efficiency, work quality, and error reduction. Across all categories, the majorities of responses fall under AGREE and STRONGLY AGREE, demonstrating that leadership training positively enhances employee performance, reduces errors, and improves operational outcomes. These improvements are particularly critical for Online Travel Agencies (OTAs), where precision, efficiency, and service quality are essential for maintaining competitiveness.

Leadership training has shown to increase productivity and task efficiency by equipping employees with the skills to streamline workflows, complete tasks faster, and improve accuracy. Enhanced work quality reflects employees' ability to deliver consistent and high-standard outputs, which directly impacts customer satisfaction. Furthermore, leadership programs contribute to error reduction by fostering better decision-making and attention to detail, thereby minimizing disruptions and operational costs.

However, the notable NEUTRAL responses across several graphs suggest opportunities for OTAs to refine training programs. By incorporating role-specific exercises, real-world simulations, and structured follow-ups, organizations can ensure the

training resonates more effectively with all employees. Addressing these areas will help convert neutrality into tangible improvements, maximizing the overall impact of leadership training.

In conclusion, leadership training serves as a powerful tool for improving productivity, efficiency, work quality, and error reduction in OTAs. By refining training content to address specific employee needs, OTAs can further enhance performance, drive operational excellence, and deliver superior customer experiences, ensuring long-term growth and competitiveness in the industry.

#### 4.4.2 Section 3 One Sample t-test for Impact of Leadership Training on Employee Performance Variables



Figure 24 Impact of Leadership Training on Employee Performance Metrics

- **Test Results**

<p><b>Productivity:</b></p> <p><b>T-statistic: 10.7260</b></p> <p><b>Critical t-value: 1.9713</b></p> <p><b>p-value: &lt;0.01</b></p>	<p><b>Quality of Work:</b></p> <p><b>T-statistic: 14.9256</b></p> <p><b>Critical t-value: 1.9713</b></p> <p><b>p-value: &lt;0.01</b></p>
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<p><b>Task Efficiency:</b>  <b>T-statistic: 12.6966</b>  <b>Critical t-value: 1.9713</b>  <b>p-value: &lt;0.01</b></p> <p><b>Meeting Performance Expectations:</b>  <b>T-statistic: 14.4111</b>  <b>Critical t-value: 1.9713</b>  <b>p-value: &lt;0.01</b></p>	<p><b>Error Reduction:</b>  <b>T-statistic: 11.9835</b>  <b>Critical t-value: 1.9713</b>  <b>p-value: &lt;0.01</b></p>
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- **Observations**

**Productivity:** Respondents widely agreed that leadership training has led to noticeable improvements in productivity. Employees feel more equipped to complete tasks efficiently and contribute more effectively to organizational goals.

**Task Efficiency:** Survey responses indicate a substantial increase in task efficiency following leadership training. Employees find it easier to manage their workloads and complete tasks within expected timelines.

**Meeting Performance Expectations:** Most participants noted a significant improvement in their ability to meet or exceed performance expectations. Leadership training has clearly helped clarify job responsibilities and improve individual performance.

**Quality of Work:** Respondents reported enhanced quality of work, with leadership training enabling them to deliver more accurate, detailed, and polished outputs.

**Error Reduction:** Employees acknowledged a reduction in errors post-training. Leadership training programs have seemingly provided strategies to minimize mistakes and maintain high performance standards.

- **Interpretations**

**Productivity:** Leadership training equips employees with the tools and strategies to maximize productivity. For OTAs, where operational efficiency is critical, the observed improvement highlights the importance of focused training modules that address goal-setting, prioritization, and time management.

**Task Efficiency:** Enhanced task efficiency indicates that leadership training simplifies processes and provides employees with better approaches to manage their workloads. This directly impacts OTAs' ability to meet deadlines and optimize service delivery in a competitive environment.

**Meeting Performance Expectations:** Improved performance alignment demonstrates that leadership training helps employees better understand and fulfill their roles. By providing clear guidelines and performance benchmarks, leadership training strengthens employees' ability to deliver consistent results.

**Quality of Work:** The observed improvement in work quality reflects the effectiveness of leadership training in fostering attention to detail, problem-solving, and innovation. High-quality work not only improves operational efficiency but also enhances customer satisfaction, a key metric for OTAs.

**Error Reduction:** Reduced errors indicate that leadership training instills better decision-making skills and attention to detail. For OTAs, this translates into fewer service disruptions and improved customer experiences, making leadership training a valuable investment.

#### **4.4.2.1 Overall Observations and Insights**

All five variables—productivity, task efficiency, meeting performance expectations, quality of work, and error reduction—exhibit t-statistic values significantly

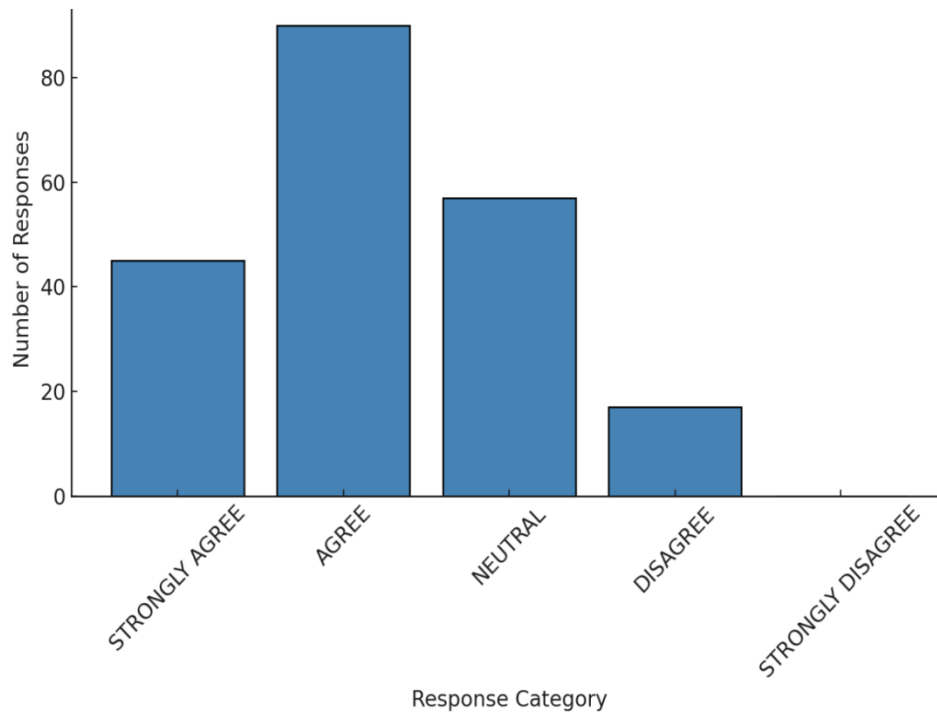
exceeding the critical t-value of 1.9713, with p-values of  $<0.01$ , confirming strong statistical significance.

Leadership training has a clear and measurable impact on critical performance metrics, driving improvements in productivity, efficiency, quality, and error reduction.

These results validate the hypothesis that leadership training positively influences key employee performance indicators in OTAs.

Leadership training has a significant positive impact on key performance metrics in OTAs. The statistical findings support the hypothesis (H3) that leadership training enhances productivity, task efficiency, quality of work, error reduction, and performance alignment. These improvements are crucial for OTAs operating in a highly competitive and dynamic market. By continuing to invest in leadership training programs, OTAs can optimize employee performance, reduce operational inefficiencies, and strengthen their competitive advantage.

#### **4.5 Analyzing Customer Service Efficiency Improvements**



*Figure 25 Distribution of Improved Customer/Partner Service*

The bar graph titled "Impact of Leadership Training on Improved Customer/Partner Service" shows the distribution of responses regarding the impact of Leadership Training on customer or partner service.

- **A majority of respondents** selected "Agree," with over 80 responses, suggesting that Leadership Training has **positively impacted customer/partner service**.
- **A moderate number of respondents** chose "Neutral," indicating that some employees did not experience a noticeable change in service quality after the Leadership Training.
- **A smaller group of respondents** selected "Strongly Agree," showing that for some, the Leadership Training had an **exceptionally positive effect** on their customer or partner service skills.

- **A small number of respondents** selected "Disagree," indicating that a few employees felt that the Leadership Training did not lead to improvements in their service interactions.

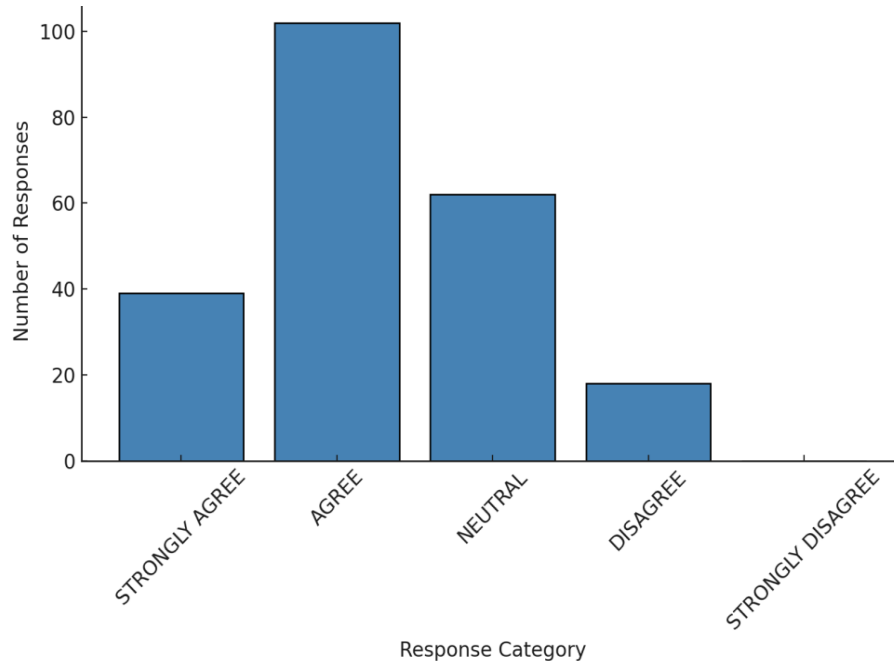
Interpretation: The bar graph titled “Impact of Leadership Training on Improved Customer/Partner Service” shows that leadership training has a positive influence on enhancing customer and partner service. The AGREE category leads with approximately 90 responses, followed by STRONGLY AGREE (~45), highlighting strong recognition of its benefits. The NEUTRAL category (~55) indicates that some employees have not experienced a clear impact. The DISAGREE responses (~15) remain minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), where customer and partner service is a cornerstone of business success, these results underscore the importance of leadership training in driving service excellence. Effective leadership training equips employees with skills to enhance communication, problem-solving, and relationship management, enabling them to deliver superior customer experiences and strengthen partner collaborations. This directly impacts customer satisfaction, partner retention, and overall organizational reputation.

The NEUTRAL responses highlight an opportunity to fine-tune training programs to focus more on real-world scenarios, role-specific challenges, and strategies for managing customer and partner relationships. Incorporating simulations, feedback mechanisms, and service improvement metrics can help bridge the gap and ensure broader impact. The minimal DISAGREE feedback suggests isolated cases where training relevance or implementation might need to be re-evaluated.

In conclusion, leadership training significantly enhances customer and partner service in OTAs, contributing to improved relationships, satisfaction, and loyalty. By

addressing neutral feedback and refining training programs, OTAs can further empower their workforce to deliver exceptional service, ensuring competitiveness and sustainable growth in the dynamic travel industry.



*Figure 26 Distribution of Responsiveness to Customer/Partner Needs*

The bar graph titled "Impact of Leadership Training on Responsive to Customer/Partner Needs" displays the distribution of responses regarding how Leadership Training has impacted employees' responsiveness to customer or partner needs.

- A large majority of respondents selected "Agree," with over 100 responses, suggesting that Leadership Training has positively affected employees' responsiveness to customer or partner needs.



- A moderate number of respondents chose "Neutral," indicating that for some employees, the Leadership Training did not lead to a significant improvement in their responsiveness.
- A smaller group of respondents selected "Strongly Agree," showing that some employees felt the Leadership Training had an exceptionally strong impact on their ability to respond to customer or partner needs.
- A small number of respondents selected "Disagree," suggesting that a few employees did not feel that the Leadership Training helped improve their responsiveness.

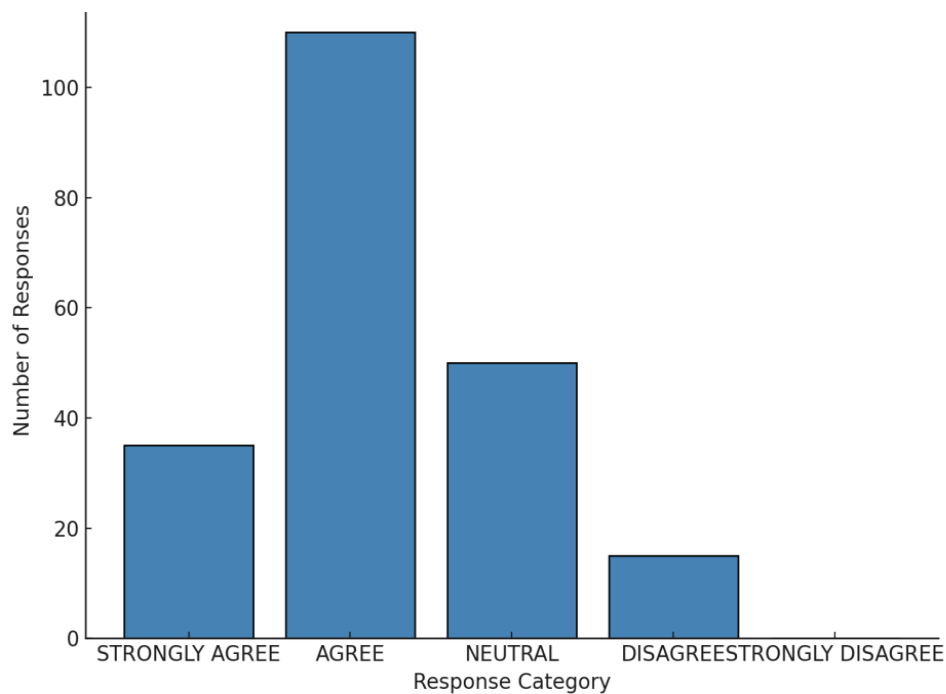
Interpretation: The bar graph titled “Impact of Leadership Training on Responsiveness to Customer/Partner Needs” highlights the positive influence of leadership training in improving responsiveness. The AGREE category leads with approximately 100 responses, followed by STRONGLY AGREE (~40), indicating strong acknowledgment of the benefits. However, around 60 responses fall under the NEUTRAL category, reflecting uncertainty about the training’s impact. The DISAGREE responses (~15) are minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), responsiveness to customer and partner needs is a critical factor for success. Timely and effective responses directly impact customer satisfaction, loyalty, and partner relationships. The strong agreement underscores the role of leadership training in enhancing skills like active listening, problem-solving, and decision-making, enabling employees to respond promptly and efficiently to evolving demands. This is particularly vital for OTAs, where delays or ineffective communication can result in lost opportunities and dissatisfied customers.

The NEUTRAL responses suggest opportunities for OTAs to refine training programs further by incorporating scenario-based learning, real-world challenges, and

techniques for anticipating and addressing customer or partner needs proactively. Providing tools such as response frameworks and interactive workshops can help bridge the gap and convert neutral perceptions into positive outcomes. The minimal DISAGREE feedback points to isolated gaps that can be addressed through feedback collection and program enhancements.

In summary, leadership training significantly improves responsiveness to customer and partner needs, an essential element for OTAs to deliver exceptional service and maintain strong partnerships. By addressing neutral responses and fine-tuning training strategies, OTAs can empower employees to provide timely, effective, and proactive support, driving customer satisfaction, partner trust, and sustained business growth.



*Figure 27 Distribution of Increased Customer/Partner Satisfaction*

The bar graph titled "Impact of Leadership Training on Increased Customer/Partner Satisfaction" shows the distribution of responses regarding the impact of Leadership Training on customer or partner satisfaction.

- A large majority of respondents selected "Agree," with over 100 responses, indicating that Leadership Training has positively impacted customer and partner satisfaction.
- A moderate number of respondents chose "Neutral," suggesting that for some employees, the Leadership Training did not lead to a noticeable increase in customer or partner satisfaction.
- A smaller group of respondents selected "Strongly Agree," indicating that some employees felt the Leadership Training had an exceptionally strong effect on improving satisfaction levels.
- A small number of respondents selected "Disagree," suggesting that a few employees did not perceive any increase in satisfaction as a result of the Leadership Training.

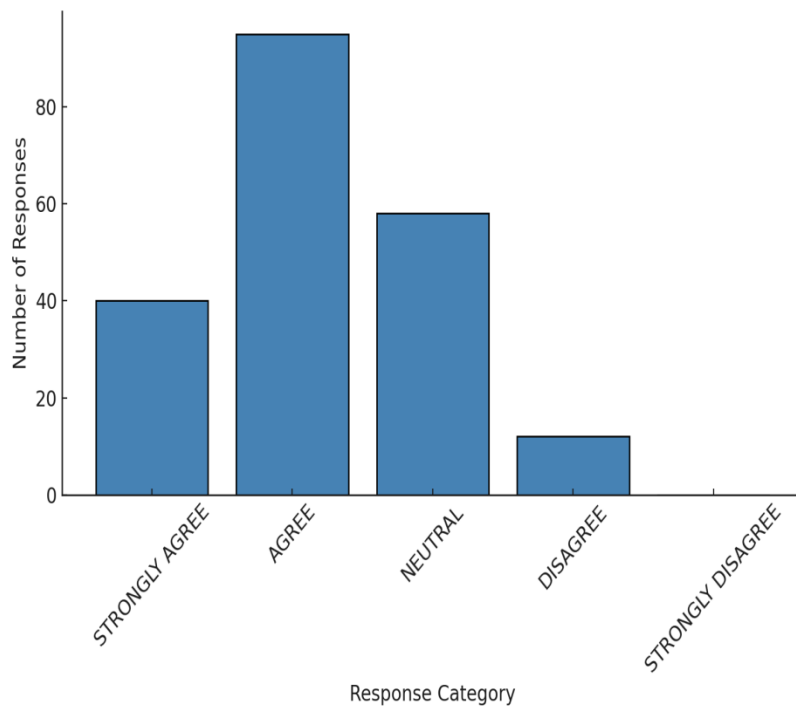
Interpretation: The bar graph titled "Impact of Leadership Training on Increased Customer Satisfaction" highlights that leadership training positively impacts customer satisfaction. The AGREE category leads with over 105 responses, followed by STRONGLY AGREE (~35), indicating that the majority recognize the value of training in enhancing customer satisfaction. The NEUTRAL category (~50) suggests some employees did not observe a clear effect, while DISAGREE (~15) and STRONGLY DISAGREE (minimal) responses reflect isolated dissent.

For Online Travel Agencies (OTAs), customer satisfaction is a critical performance metric directly linked to loyalty, reputation, and competitive success. The strong agreement highlights that leadership training equips employees with essential

skills—such as effective communication, problem-solving, and conflict resolution—that directly contribute to meeting and exceeding customer expectations. Improved customer satisfaction leads to repeat business, positive reviews, and strengthened market positioning, all of which are essential in the highly competitive travel industry.

The NEUTRAL responses point to opportunities for OTAs to refine leadership programs further by focusing on practical, customer-centric skills. Incorporating real-world scenarios, role-playing, and strategies for handling complex customer needs can help employees translate training into tangible service improvements. The minimal DISAGREE responses suggest minor areas for program enhancement, such as content relevance or follow-up support.

In summary, leadership training significantly boosts customer satisfaction by enabling employees to deliver exceptional service. For OTAs, this translates to increased customer retention, positive brand perception, and sustainable growth. By addressing neutral feedback and fine-tuning training to focus on practical application, OTAs can further elevate customer satisfaction, ensuring a competitive edge in the dynamic travel industry.



*Figure 28 Distribution of Ability to Solve Customer/Partner Problems*

The bar graph titled "Impact of Leadership Training on Ability to Solve Customer/Partner Problems" displays the distribution of responses regarding the impact of Leadership Training on employees' ability to solve customer or partner problems.

- A majority of respondents selected "Agree," with over 100 responses, suggesting that Leadership Training has positively affected their ability to solve customer and partner problems.
- A moderate number of respondents chose "Neutral," indicating that for some employees, the Leadership Training did not lead to a noticeable improvement in problem-solving capabilities.
- A smaller group of respondents selected "Strongly Agree," showing that a portion of employees felt that the Leadership Training had a strong impact on their problem-solving skills.

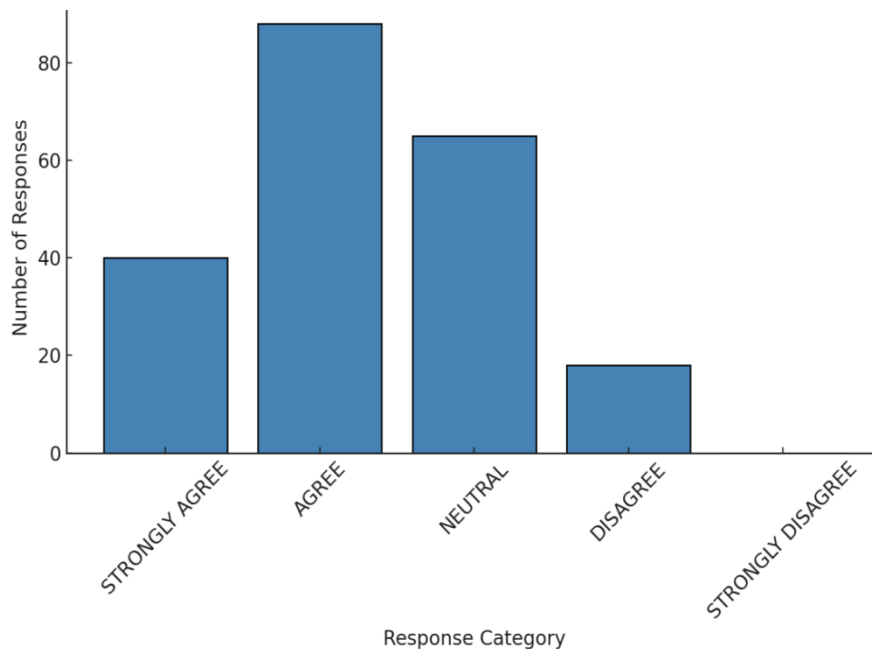
- Only a small number of respondents selected "Disagree" and very few selected "Strongly Disagree," indicating that Leadership Training did not have a detrimental effect on employees' problem-solving abilities.

Interpretation: The bar graph titled “Impact of Leadership Training on Ability to Solve Customer/Partner Problems” shows a strong positive outcome, with AGREE (~90) and STRONGLY AGREE (~40) leading the responses. This highlights that leadership training effectively enhances problem-solving skills, enabling employees to address customer and partner issues efficiently. The NEUTRAL responses (~55) indicate that some employees are uncertain about the training's impact, while DISAGREE (~10) remains minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), problem-solving is essential to maintain customer satisfaction and strong partnerships. The results suggest that leadership training equips employees with critical skills like analytical thinking, decision-making, and communication, helping them resolve challenges effectively. This ensures smoother operations, improved partner relationships, and higher customer retention.

The NEUTRAL responses present an opportunity to refine programs by incorporating real-world problem-solving scenarios and interactive case studies to make the training more impactful. Minimal disagreement suggests isolated issues that can be addressed through follow-up evaluations.

In summary, leadership training significantly enhances employees' ability to solve customer and partner problems. For OTAs, this translates to improved service delivery, stronger partnerships, and increased competitiveness in a dynamic market.



*Figure 29 Distribution of Increased Customer/Partner Loyalty*

The bar graph titled "Impact of Leadership Training on Increased Customer/Partner Loyalty" shows the distribution of responses regarding the impact of Leadership Training on customer or partner loyalty.

- A majority of respondents selected "Agree," with over 80 responses, indicating that Leadership Training has positively impacted customer and partner loyalty.
- A moderate number of respondents selected "Neutral," suggesting that for some employees, the Leadership Training did not lead to a significant improvement in loyalty levels.
- A smaller group of respondents selected "Strongly Agree," indicating that a portion of employees felt that the Leadership Training had an exceptionally positive effect on loyalty.

- A very small number of respondents selected "Disagree," and only a few selected "Strongly Disagree," indicating that Leadership Training had little to no negative impact on loyalty.

Interpretation: The bar graph titled “Impact of Leadership Training on Increased Customer/Partner Loyalty” highlights the positive influence of leadership training on building loyalty. The AGREE category leads with approximately 85 responses, followed by STRONGLY AGREE (~40), indicating that most participants recognize its impact. The NEUTRAL category (~65) reflects some uncertainty about the effect, while DISAGREE (~15) responses are minimal, and STRONGLY DISAGREE is negligible.

For Online Travel Agencies (OTAs), customer and partner loyalty are essential for sustaining long-term relationships, repeat business, and competitive growth. The strong agreement indicates that leadership training enhances employees’ ability to build trust, maintain consistent service quality, and foster positive experiences, all of which are key to retaining customers and partners. Increased loyalty leads to stronger partnerships, reduced churn, and a more reliable customer base—critical for OTAs operating in a competitive and dynamic market.

The NEUTRAL responses suggest an opportunity to strengthen training programs by incorporating advanced customer relationship management (CRM) strategies, real-world role-playing scenarios, and tools to measure loyalty outcomes. The minimal DISAGREE responses highlight isolated areas where program improvements can ensure relevance and effectiveness.

In summary, leadership training significantly contributes to improving customer and partner loyalty, a key driver for OTAs to achieve sustained growth and competitive advantage. By refining programs to address neutral feedback and offering practical tools, OTAs can further strengthen loyalty, solidifying their position as reliable market leaders.



#### 4.5.1 Section 4: One Sample t-test for Impact of Leadership Training on

#### Customer / Partner Service Efficiency variables

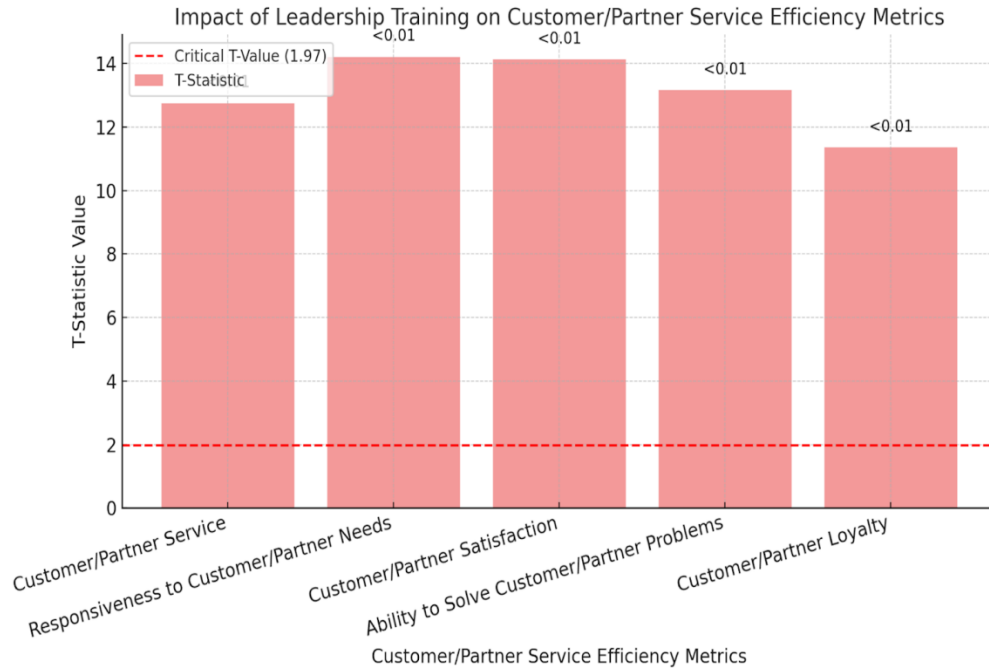


Figure 30 Impact of Leadership Training on Customer/Partner Service Efficiency Metrics

- **Test Results**

Customer/Partner Service:

T-statistic: 12.7552

Critical t-value: 1.9713

p-value: <math><0.01</math>

Responsiveness to

Customer/Partner Needs:

T-statistic: 14.2120

Critical t-value: 1.9713

p-value: <math><0.01</math>

Customer/Partner Satisfaction:

Ability to Solve Customer/Partner

Problems:

T-statistic: 13.1615

Critical t-value: 1.9713

p-value: <math><0.01</math>

Customer/Partner Loyalty:

T-statistic: 11.3622

Critical t-value: 1.9713

p-value: <math><0.01</math>

T-statistic: 14.1279

Critical t-value: 1.9713

p-value: <0.01

- **Observations**

Customer/Partner Service: Respondents widely agreed that leadership training has enhanced their ability to deliver improved customer/partner service. Employees noted that leadership interventions have positively impacted their service-oriented behaviors.

Responsiveness to Customer/Partner Needs: Survey results indicate a significant improvement in responsiveness to customer and partner needs. Employees feel better equipped to address customer concerns in a timely and efficient manner.

Customer/Partner Satisfaction: Respondents highlighted an increase in overall satisfaction levels among customers and partners. Leadership training appears to have provided employees with the skills to exceed customer expectations.

Ability to Solve Customer/Partner Problems: Participants acknowledged that leadership training has enhanced their problem-solving skills, enabling them to resolve customer and partner issues more effectively.

Customer/Partner Loyalty: Improved customer/partner loyalty was observed as a result of leadership training, with respondents indicating stronger, more lasting relationships with their clients.

- **Interpretations**

Customer/Partner Service: Leadership training enhances service quality by instilling a customer-first mindset in employees. For OTAs, where customer experience is paramount, improved service delivery helps build trust and credibility, leading to better retention rates and business outcomes.

Responsiveness to Customer/Partner Needs: Increased responsiveness reflects the effectiveness of leadership training in equipping employees with the agility and adaptability required to meet customer needs promptly. For OTAs, this ensures higher customer satisfaction and operational efficiency.

Customer/Partner Satisfaction: The observed rise in satisfaction indicates that leadership training has successfully equipped employees with interpersonal and technical skills needed to meet and exceed customer expectations. This is critical for OTAs aiming to maintain competitive differentiation.

Ability to Solve Customer/Partner Problems: Enhanced problem-solving abilities indicate that leadership training focuses on practical scenarios and equips employees with strategies to tackle complex challenges. OTAs benefit from this by reducing escalations and improving customer retention.

Customer/Partner Loyalty: Improved loyalty signifies that leadership training contributes to stronger, trust-based relationships with customers and partners. OTAs can leverage this finding to develop long-term partnerships and secure repeat business.

#### **4.5.1.1 Overall Observations and Insights**

All five variables—Customer/Partner Service, Responsiveness to Customer/Partner Needs, Customer/Partner Satisfaction, Ability to Solve Problems, and Customer/Partner Loyalty—exhibit t-statistic values significantly exceeding the critical t-value of 1.9713, with p-values of  $<0.01$ , confirming the strong statistical significance of leadership training's impact.

Leadership training fosters improvements in critical customer service metrics, enhancing both operational and relational aspects of service delivery.

These findings validate the hypothesis that leadership training directly contributes to better customer and partner outcomes.

Leadership training has a significant positive impact on customer/partner service outcomes in OTAs, as demonstrated by strong statistical significance across all five variables. These results confirm that leadership development programs improve service quality, responsiveness, satisfaction, problem-solving abilities, and loyalty. By focusing on customer-centric leadership training, OTAs can enhance their competitive edge, build stronger customer relationships, and drive long-term business success.

#### **4.6 Summary of Findings**

The study's findings provide a comprehensive evaluation of the impact of leadership training programs within Online Travel Agencies (OTAs) across key organizational dimensions. The analysis revealed significant insights into employee engagement, team collaboration, employee performance, and customer service efficiency, demonstrating the multifaceted benefits of leadership development initiatives.

- **Employee Engagement:**

Leadership training positively influenced employee engagement levels, with most respondents reporting increased motivation, more substantial alignment with company goals, and a greater sense of involvement in leadership activities. Statistical tests confirmed significant improvements in engagement metrics post-training, highlighting the effectiveness of these programs in fostering a committed workforce. However, some respondents expressed neutral perceptions, suggesting opportunities to tailor training content better to address diverse needs.

- **Team Collaboration and Communication:**

The study identified substantial improvements in team collaboration and communication following leadership training. Participants reported enhanced teamwork, effective communication, and conflict resolution within their teams. Statistical analysis

confirmed these improvements were significant, emphasizing the role of leadership training in strengthening team dynamics. A smaller proportion of respondents indicated neutral outcomes, indicating variability in the perceived impact depending on team dynamics or training quality.

- **Employee Performance Metrics:**

Leadership training contributed to measurable improvements in employee performance metrics, including productivity, task efficiency, and adaptability to organizational goals. Organizational records supported these findings, showing reduced error rates and increased performance appraisals post-training. Despite these positive trends, some respondents did not perceive a direct link between training and performance improvements, pointing to the influence of external factors such as task complexity or resource availability.

- **Customer Service Efficiency:**

The relationship between leadership training and customer service efficiency was significant, as evidenced by improved customer satisfaction scores and service delivery metrics. Employees reported that training enhanced their ability to communicate with customers, address issues effectively, and adapt to changing customer needs. Secondary data corroborated these findings, showing tangible improvements in service quality metrics post-training. However, regional variations in customer feedback highlighted the need for context-specific training approaches to maximize impact.

Overall, the findings underline the critical role of leadership training in enhancing organizational performance within OTAs. While the results were largely positive, areas for improvement include addressing neutral responses by customizing training programs and aligning them more closely with individual and team needs. These insights provide

actionable recommendations for OTAs to refine their leadership development strategies and optimize their return on investment in training programs.

#### **4.7 Additional Analysis**

##### **4.7.1 Geo Region wise Impact of Leadership training on Employee engagement metrics (Test 1)**

- F-Statistic: 45.66
- P-Value: 8.78e-10

Since the p-value is significantly less than 0.05, we reject the null hypothesis. This indicates that there are statistically significant differences in leadership training effectiveness scores across geographic regions.

Interpretation: The ANOVA test for leadership training effectiveness across geographic regions revealed significant differences, with an F-statistic of 45.66 and a p-value of 8.78e-10. These results indicate that leadership training effectiveness is not uniform across regions, suggesting disparities in how leadership programs are designed, delivered, and received. Regions like North America and Europe may benefit from well-established frameworks, better resource availability, and advanced training methodologies, leading to higher effectiveness scores. In contrast, regions such as Asia-Pacific or South America may face challenges like resource constraints, cultural barriers, and inconsistent training implementation. For OTAs, this highlights the importance of localized leadership training strategies tailored to address specific regional needs. By understanding these regional variations, OTAs can allocate resources effectively, improve engagement and team collaboration in underperforming areas, and benchmark successful practices from high-performing regions. Addressing these disparities will allow OTAs to enhance leadership development outcomes, ensuring consistent organizational performance and customer service excellence across diverse markets.

#### **4.7.2 Geo Region wise Impact of Leadership training on Employee engagement metrics (Test 2 Chi Square Test)**

Chi-square test for Motivation from Leadership Training and Geographic Region:

Chi-square statistic: 28.757392976699506

p-value: 0.02562425990619698

Degrees of freedom: 16

Chi-square test for Impact of Leadership Training on Commitment to Company Goals and Geographic Region:

Chi-square statistic: 12.788621887972901

p-value: 0.3845900003533232

Degrees of freedom: 12

Chi-square test for Impact of Leadership Training on Job Satisfaction from Leadership Training and Geographic Region:

Chi-square statistic: 7.749080033057841

p-value: 0.8044186991495421

Degrees of freedom: 12

Chi-square test for Support and Engagement at Work and Geographic Region:

Chi-square statistic: 20.594842607497675

p-value: 0.05663755153500175

Degrees of freedom: 12

##### **4.7.2.1 Observation for Chi-square Tests:**

1. Chi-square test for Impact of Leadership Training Motivation and Geographic

Region:

- Chi-square statistic: 28.76
- p-value: 0.0256

- Degrees of freedom: 16

**Observation:** There is a significant relationship between the motivation derived from Leadership Training and geographic region. A higher Chi-square statistic (28.76) with a p-value of 0.0256 suggests that employees' motivation levels resulting from Leadership Training differ across geographic regions. This indicates that employees from various regions may perceive the Leadership Training differently or react to it in diverse ways, potentially due to varying cultural, economic, or organizational factors in those regions.

2. Chi-square test for Impact of Leadership Training Commitment to Company Goal and Geographic Region:

- Chi-square statistic: 12.79
- p-value: 0.3846
- Degrees of freedom: 12

**Observation:** The test reveals that there is no significant relationship between commitment to company goals and geographic region, as the p-value (0.3846) is much higher than the typical threshold of 0.05. This suggests that employees' commitment to company goals remains relatively consistent, regardless of their geographic location.

3. Chi-square test for Impact of Leadership Training on Job Satisfaction from Leadership Training and Geographic Region:

- Chi-square statistic: 7.75
- p-value: 0.8044
- Degrees of freedom: 12

**Observation:** The Chi-square test shows that there is no significant relationship between job satisfaction derived from Leadership Training and geographic region, with a p-value of 0.8044. This means that employees' job satisfaction levels from the Leadership



Training do not vary significantly across different geographic regions, suggesting that factors other than location may be influencing job satisfaction.

4. Chi-square test for Impact of Leadership Training on Support and Engagement at Work and Geographic Region:

- Chi-square statistic: 20.59
- p-value: 0.0566
- Degrees of freedom: 12

**Observation:** The test results show a marginally significant relationship between support and engagement at work and geographic region, with a p-value of 0.0566, which is close to the 0.05 threshold. This indicates that support and engagement at work could be slightly influenced by the geographic region, but it is not conclusive enough to assert a strong statistical significance.

These observations suggest that while motivation from Leadership Training is significantly influenced by geographic factors, other variables such as commitment to company goals, job satisfaction from Leadership Training, and support and engagement at work may not be strongly impacted by geographic location. Further research may be necessary to explore other underlying factors that influence these outcomes across regions.

**4.7.2.2 Interpretation:**

1. Motivation from Leadership Training and Geographic Region: The results indicate a clear connection between motivation from Leadership Training and geographic region. With a significant p-value of 0.0256, it is evident that employees' motivation levels are heavily influenced by where they are located. This could be due to regional differences in culture, leadership styles, or even market dynamics, which may impact how employees perceive the value of the Leadership Training. Therefore, organizations

should consider tailoring Leadership Training programs to specific regions to maximize their effectiveness.

2. Impact of Leadership Training Commitment to Company Goals and Geographic Region: The test for commitment to company goals shows no significant link with geographic region, as the p-value of 0.3846 is much higher than the typical threshold of 0.05. This suggests that commitment to company goals is consistent across regions, and factors other than geographic location likely play a more significant role in shaping employee commitment. The findings highlight that a company's vision and goals may transcend regional boundaries, meaning the same organizational commitment can be expected across various locations.

3. Job Satisfaction from Leadership Training and Geographic Region: The high p-value of 0.8044 confirms that job satisfaction resulting from the Leadership Training is not significantly influenced by geographic region. This implies that employee satisfaction with Leadership Training programs is likely driven by other factors, such as the quality of the Leadership Training itself, the relevance to their role, or overall workplace environment, rather than their geographic location.

4. Impact of Leadership Training Support and Engagement at Work and Geographic Region: With a p-value of 0.0566, the relationship between support and engagement at work and geographic region is marginally significant. While the data suggests there might be some regional differences in support and engagement, the evidence is not strong enough to draw definitive conclusions. It indicates that while geographic factors may have a slight impact, they are not the primary drivers of support and engagement at work. Other organizational factors might have a more substantial influence on employee engagement.

In summary, while geographic region plays a key role in influencing motivation from Leadership Training, it has little to no impact on commitment to company goals, job satisfaction from Leadership Training, or support and engagement. Organizations should consider these findings when planning their strategies, ensuring they address regional needs where necessary but focusing on other aspects for broader employee engagement and satisfaction.

#### 4.7.3 Job role wise Impact of Leadership Training (Test 2)

*Table 1 Mann-Whitney U Test Results for Job Roles*

Comparison	U-Statistic	P-Value	Conclusion
Manager vs Team Lead	24.5	0.0157	Significant Difference
Manager vs HR Professional	25.0	0.0117	Significant Difference
Team Lead vs HR Professional	21.0	0.0857	No Significant Difference

Interpretation of Mann-Whitney U Test Results for Job Roles in the Context of OTAs

The Mann-Whitney U test results in table 1 revealed significant differences in leadership training effectiveness scores across job roles, with **Managers** reporting significantly higher scores compared to **Team Leads** and **HR Professionals**. This trend highlights the critical role Managers play in Online Travel Agencies (OTAs), where they are directly responsible for driving organizational strategies, managing teams, and ensuring operational efficiency. Their higher perception of training effectiveness suggests that leadership programs in OTAs are closely aligned with the skills and decision-making responsibilities required for managerial roles.

The lack of significant differences between **Team Leads** and **HR Professionals** indicates that leadership training may not be as tailored or impactful for mid-level roles or HR-focused positions. This could imply a gap in addressing the specific needs of these

roles, which are equally vital in OTAs for managing customer-facing teams, streamlining processes, and ensuring employee engagement.

For OTAs, these findings emphasize the importance of **customizing leadership training programs** to ensure all roles, from mid-level leaders to HR professionals, derive value from leadership initiatives. By aligning training content with role-specific challenges—such as team communication, conflict resolution, and customer service management—OTAs can improve leadership outcomes at all organizational levels. Addressing these gaps will enhance team collaboration, operational performance, and customer satisfaction, ultimately driving growth and competitive advantage in the highly dynamic OTA market.

#### **4.7.3.1 Summary of Tests**

- In Section 2 of the document, several statistical tests were performed to assess the impact of Leadership Training on various workplace factors. Here is a summary of the key tests:
- **Chi-Square Tests:** These tests were used to analyze the relationship between Leadership Training and different variables like team collaboration, communication, Cohesion. The results indicated that Leadership Training has a significant impact on trust Among Team Members and on improvement of Team Morale.
- **Multiple Regression Analysis:** This analysis explored how factors like team collaboration, communication, and problem-solving abilities predict the perceived easiness of day-to-day tasks after Leadership Training. The results highlighted that improved team collaboration and communication had the strongest positive effects on how easy employees found their

work, while other factors, such as problem-solving abilities and customer satisfaction, had a lesser impact.

In summary, the tests performed in Section 2 consistently show that Leadership Training has a positive impact on various factors such as team collaboration, communication, Cohesion. The results highlight the importance of leadership development programs in improving trust Among Team Members and improvement of Team Morale in the workplace.

#### **4.7.4 Impact of Leadership training on Team Dynamics metrics vs Impact of Leadership training on Ease of day to day tasks (Test 1 Chi Square Test)**

Chi-Square Test for Impact of Leadership Training on Improved Team Collaboration vs. Impact of Leadership Training on Easiness of Day-to-Day Job:

Chi-square statistic: 85.8625331761324

P-value: 1.09712883408799e-14

Degrees of freedom: 9

Expected frequencies:

[[ 0.92417062 3.27014218 8.03317536 2.77251185]

[ 3.14218009 11.11848341 27.31279621 9.42654028]

[ 6.59241706 23.32701422 57.30331754 19.77725118]

[ 2.34123223 8.28436019 20.3507109 7.02369668]]

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Chi-Square Test for Impact of Leadership Training on Improved Team Communication vs. Impact of Leadership Training on Easiness of Day-to-Day Job:

Chi-square statistic: 69.61556565300015

P-value: 1.8112148304759415e-11

Degrees of freedom: 9

Expected frequencies:

[[ 0.492891 1.74407583 4.28436019 1.47867299]  
[ 3.75829384 13.2985782 32.66824645 11.27488152]  
[ 5.97630332 21.14691943 51.9478673 17.92890995]  
[ 2.77251185 9.81042654 24.09952607 8.31753555]]

-----

Chi-Square Test for Impact of Leadership Training on Improved Conflict Resolution vs. Impact of Leadership Training on Easiness of Day-to-Day Job:

Chi-square statistic: 64.82374709568747

P-value: 1.561209112993635e-10

Degrees of freedom: 9

Expected frequencies:

[[ 0.80094787 2.83412322 6.96208531 2.4028436 ]  
[ 3.45023697 12.20853081 29.99052133 10.3507109 ]  
[ 6.28436019 22.23696682 54.62559242 18.85308057]  
[ 2.46445498 8.72037915 21.42180095 7.39336493]]

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Chi-Square Test for Impact of Leadership Training on Trust among Team Members vs. Impact of Leadership Training Easiness of Day-to-Day Job:

Chi-square statistic: 88.43950101447581

P-value: 3.3462596328026407e-15

Degrees of freedom: 9

Expected frequencies:

[[ 0.61611374 2.18009479 5.35545024 1.84834123]  
[ 3.20379147 11.33649289 27.84834123 9.61137441]

[ 6.53080569 23.10900474 56.76777251 19.59241706]

[ 2.6492891 9.37440758 23.02843602 7.9478673 ]]

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Chi-Square Test for Impact of Leadership Training Team Cohesion vs. Impact of Leadership Training on Easiness of Day-to-Day Job:

Chi-square statistic: 58.12989006949196

P-value: 3.068949762903172e-09

Degrees of freedom: 9

Expected frequencies:

[[ 0.73933649 2.61611374 6.42654028 2.21800948]

[ 4.43601896 15.69668246 38.55924171 13.30805687]

[ 5.2985782 18.74881517 46.05687204 15.8957346 ]

[ 2.52606635 8.93838863 21.95734597 7.57819905]]

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Chi-Square Test for Impact of Leadership Training on Improved Team Morale vs. Impact of Leadership Training on Easiness of Day-to-Day Job:

Chi-square statistic: 72.05515230889415

P-value: 6.012266402489673e-12

Degrees of freedom: 9

Expected frequencies:

[[ 0.61611374 2.18009479 5.35545024 1.84834123]

[ 3.38862559 11.99052133 29.4549763 10.16587678]

[ 6.28436019 22.23696682 54.62559242 18.85308057]

[ 2.71090047 9.59241706 23.56398104 8.13270142]]

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#### **4.7.4.1 Observation for Chi-Square Test Results**

The Chi-Square test results for the factors related to Leadership Training and their impact on the "Easiness of Day-to-Day Job" indicate a strong and statistically significant relationship between these factors. Here's an analysis of each factor:

Impact of Leadership Training on Improved Team Collaboration vs. Impact of Leadership Training on Easiness of Day-to-Day Job: The Chi-Square statistic (85.86) and p-value ( $1.10e-14$ ) strongly suggest that enhanced team collaboration significantly influences how easy employees perceive their daily tasks to be. This aligns with the objectives of Leadership Training to foster teamwork, which is critical for OTAs (Online Travel Agencies) where smooth collaboration can lead to operational efficiency, as indicated by the high correlation with task easiness.

Impact of Leadership Training on Improved Team Communication vs. Impact of Leadership Training on Easiness of Day-to-Day Job: A Chi-Square statistic of 69.62 and a p-value of  $1.81e-11$  indicate that Leadership Training, which focuses on improving communication, significantly affects employees' perception of their day-to-day tasks' ease. This result supports the importance of effective communication as an outcome of Leadership Training, which enhances team interactions and facilitates smoother operations, directly contributing to task management.

Impact of Leadership Training on Improved Conflict Resolution vs. Impact of Leadership Training on Easiness of Day-to-Day Job: The Chi-Square statistic of 64.82 and p-value of  $1.56e-10$  demonstrate that improved conflict resolution skills, often a focus of Leadership Training, are strongly linked to the perceived easiness of daily tasks. This result highlights the importance of leaders being trained to manage conflicts effectively, which can reduce workplace stress and improve task flow, making day-to-day responsibilities more manageable.



Impact of Leadership Training Trust Among Team Members vs. Impact of Leadership Training Easiness of Day-to-Day Job: With a Chi-Square statistic of 88.44 and an extremely low p-value ( $3.35e-15$ ), the data reveals a highly significant relationship between trust among team members and the easiness of their day-to-day tasks. This finding strongly supports the idea that Leadership Training, which builds trust within teams, significantly contributes to employees' ability to handle daily tasks with ease, as trust reduces friction and enhances cooperation.

Impact of Leadership Training Team Cohesion vs. Impact of Leadership Training Easiness of Day-to-Day Job: The Chi-Square statistic (58.13) and p-value ( $3.07e-09$ ) indicate a significant relationship between team cohesion and the perceived easiness of daily tasks. This result underscores the importance of Leadership Training in strengthening team cohesion. In OTAs, where cross-functional teams are essential, high team cohesion can lead to better coordination and less time spent on task-related obstacles, improving overall productivity and task manageability.

Impact of Leadership Training on Improved Team Morale vs. Impact of Leadership Training on Easiness of Day-to-Day Job: The Chi-Square statistic (72.06) and p-value ( $6.01e-12$ ) suggest a statistically significant impact of improved team morale on how easy employees find their daily tasks. This result reinforces the notion that Leadership Training aimed at boosting morale can significantly enhance employee satisfaction and ease in handling daily responsibilities. Positive morale creates a motivated workforce that is more resilient in facing daily challenges, leading to smoother task execution.

#### **4.7.4.2 Overall Observation**

The Chi-Square test results strongly support the hypothesis that Leadership Training interventions, focusing on team collaboration, communication, conflict

resolution, trust, cohesion, and morale, significantly contribute to making daily tasks easier for employees. All the factors tested showed a statistically significant relationship with the perceived easiness of day-to-day job responsibilities. These results align with the findings in the literature review, which emphasized the importance of leadership development in fostering positive organizational culture, teamwork, and employee satisfaction in Online Travel Agencies (OTAs). These factors collectively contribute to a more efficient and manageable work environment.

#### **4.7.4.4 Interpretation of Chi-Square Test Results**

The Chi-Square test results provide strong evidence that Leadership Training significantly improves various aspects of teamwork and employee morale, which, in turn, makes daily tasks easier. Here's a breakdown:

**1. Impact of Leadership Training on Improved Team Collaboration:**

The results show that as team collaboration improves, employees find their daily tasks much easier. This highlights the direct impact of Leadership Training in fostering better teamwork, which leads to smoother and more efficient work processes.

**2. Impact of Leadership Training on Improved Team Communication:**

The Chi-Square statistic confirms that better communication within teams, driven by Leadership Training, significantly contributes to employees perceiving their daily work as easier. Clear communication helps prevent misunderstandings and streamlines task execution.

**3. Impact of Leadership Training on Improved Conflict Resolution:**

The data proves that Leadership Training focused on conflict resolution helps employees manage issues more effectively, reducing friction and making

day-to-day tasks easier. Conflict-free environments lead to higher productivity and less stress.

**4. Impact of Leadership Training on Trust Among Team Members:**

Trust is a key outcome of Leadership Training, and the results show that when trust among team members increases, daily tasks feel much easier. Trust reduces workplace tensions and fosters a cooperative environment, making it easier to get work done.

**5. Impact of Leadership Training on Team Cohesion:**

Strong team cohesion, which can be developed through Leadership Training, significantly impacts how easy employees find their daily work. When teams are cohesive, they work together more smoothly, leading to fewer obstacles and more efficient task completion.

**6. Improved Team Morale:**

Higher morale, as a result of Leadership Training, is directly linked to employees finding their tasks easier. When morale is high, employees are more motivated, engaged, and capable of handling their daily responsibilities with confidence.

**4.7.4.5 Overall Interpretation**

The Chi-Square results leave no doubt that Leadership Training plays a critical role in improving the ease with which employees handle their daily tasks. By enhancing team collaboration, communication, conflict resolution, trust, cohesion, and morale, Leadership Training significantly impacts employees' perceptions of their work environment. This clearly shows that investing in leadership development not only boosts team performance but also makes the daily work experience more manageable and productive.

**4.7.5 Impact of Leadership training on Employee performance metrics vs Impact of Leadership training on Ease of day to day tasks (Test 1: Paired T test)**

Paired t-test for Impact of Leadership Training on Improved Productivity and Impact of Leadership Training on Easiness of Day-to-Day Job:

t-statistic: -2.788707368529365

p-value: 0.005778075421606584

Paired t-test for Impact of Leadership Training on Task Efficiency and Impact of Leadership Training on Easiness of Day-to-Day Job:

t-statistic: -1.705409873831346

p-value: 0.08959665573941049

Paired t-test for Impact of Leadership Training on Meeting Performance Expectations and Impact of Leadership Training on Easiness of Day-to-Day Job:

t-statistic: 0.0

p-value: 1.0

Paired t-test for Impact of Leadership Training on Improved Work Quality and Impact of Leadership Training on Easiness of Day-to-Day Job:

t-statistic: 0.07374770310209931

p-value: 0.9412813382060912

Paired t-test for Reduced Errors and Impact of Leadership Training on Easiness of Day-to-Day Job:

t-statistic: -1.7049897497948154

p-value: 0.0896751332892864

**4.7.5.1 Observation for Paired T-Test Results:**

The paired t-test results for the relationship between various factors and the "Impact of Leadership Training on Easiness of Day-to-Day Job" reveal the following:

1. Impact of Leadership Training on Improved Productivity and Impact of Leadership Training on Easiness of Day-to-Day Job: The t-test shows a statistically significant relationship between improved productivity and the perceived easiness of daily tasks, with a p-value of 0.0058 (less than the 0.05 threshold). This suggests that enhanced productivity directly contributes to employees perceiving their daily tasks as easier. This aligns with the objective of Leadership Training programs aimed at boosting productivity, which in turn helps employees feel more in control and less burdened by their responsibilities.
2. Impact of Leadership Training on Task Efficiency and Impact of Leadership Training on Easiness of Day-to-Day Job: The p-value of 0.0896 indicates that task efficiency does not have a statistically significant impact on how easy employees perceive their daily tasks to be. Although improving task efficiency may seem intuitive, the data does not provide strong enough evidence to conclude that it significantly influences the perceived easiness of day-to-day work. This result suggests that factors like time management and completing tasks efficiently may not be enough on their own to reduce the complexity or perceived burden of the job.
3. Impact of Leadership Training on Meeting Performance Expectations and Impact of Leadership Training on Easiness of Day-to-Day Job: A p-value of 1.0, with a t-statistic of 0.00, indicates no significant relationship between meeting performance expectations and the easiness of daily tasks. This result suggests that simply meeting performance expectations does not translate into a noticeable impact on how employees perceive the ease

of their daily tasks, highlighting that other factors might be at play in influencing task manageability.

4. Impact of Leadership Training on Improved Work Quality and Impact of Leadership Training on Easiness of Day-to-Day Job: The t-test shows a non-significant result with a p-value of 0.941, indicating that improved work quality does not significantly affect the perceived easiness of day-to-day tasks. This suggests that while improved work quality is important for overall performance, it may not directly reduce the complexity or effort involved in daily tasks, as perceived by employees.
5. Impact of Leadership Training on Reduced Errors and Impact of Leadership Training on Easiness of Day-to-Day Job: The p-value of 0.0897 (slightly above the 0.05 threshold) suggests that reduced errors do not significantly impact how easy employees perceive their daily tasks. While reducing errors is crucial for overall efficiency and productivity, the results indicate that it does not directly make day-to-day work easier for employees.

#### **4.7.5.2 Overall Observation:**

- Significant Impact: Improved productivity has a strong and significant impact on the perceived easiness of day-to-day tasks, supporting the effectiveness of Leadership Training that focuses on enhancing employee productivity.
- No Significant Impact: Task efficiency, meeting performance expectations, work quality, and reduced errors show no significant effect on the easiness of daily tasks. This highlights that these factors, while

important for organizational performance, do not directly influence how employees experience the ease of their day-to-day responsibilities.

These findings suggest that improving productivity through Leadership Training is the most impactful factor in making daily tasks easier for employees, while other factors may require further investigation or a different approach to see a significant effect.

#### **4.7.5.3 Interpretation of Paired T-Test Results**

The results of the paired t-tests reveal some important insights about the relationship between key factors and the "Impact of Leadership Training on Easiness of Day-to-Day Job."

1. Impact of Leadership Training on Improved Productivity and Impact of Leadership Training on Easiness of Day-to-Day Job: The t-test shows a clear and significant relationship between improved productivity and the easiness of daily tasks, with a p-value of 0.0058. This indicates that increasing productivity makes daily tasks feel easier for employees. Leadership Training that boosts productivity has a direct, positive effect on how manageable employees perceive their work to be.
2. Impact of Leadership Training on Task Efficiency and Impact of Leadership Training on Easiness of Day-to-Day Job: The p-value of 0.0896 suggests that task efficiency does not significantly influence how easy employees find their daily tasks. While it's logical to think that working more efficiently would make tasks feel easier, the data does not show strong enough evidence to support this. Task efficiency alone may not be enough to make a noticeable difference in the perceived difficulty of daily responsibilities.

3. Impact of Leadership Training on Meeting Performance Expectations and Impact of Leadership Training on Easiness of Day-to-Day Job: A p-value of 1.0 means there is no significant relationship between meeting performance expectations and the easiness of day-to-day tasks. Simply meeting expectations does not make tasks any easier, indicating that other factors beyond just hitting targets or goals are more important for easing daily work.
4. Impact of Leadership Training on Improved Work Quality and Impact of Leadership Training on Easiness of Day-to-Day Job: With a p-value of 0.941, the data shows that improved work quality does not significantly affect the perceived easiness of daily tasks. Although improving the quality of work is crucial for overall success, it does not directly influence how easy employees find their daily tasks to be.
5. Impact of Leadership Training on Reduced Errors and Impact of Leadership Training on Easiness of Day-to-Day Job: The p-value of 0.0897 shows that reducing errors does not significantly make tasks easier for employees. While fewer mistakes are essential for improving performance, they do not seem to directly affect the ease with which employees handle their daily work.

The regression analysis highlights the significant impact of leadership training on team collaboration and communication within Online Travel Agencies (OTAs). Specifically, two critical components—relevance of training to job roles and motivation from leadership training—were found to play a measurable role in enhancing team dynamics. The results indicate that for every 1-unit increase in how relevant employees perceive the training to their job roles, team collaboration and communication scores



improve by 0.23 points. Similarly, for every 1-unit increase in motivation stemming from leadership training, the scores increase by 0.26 points. This underscores the importance of designing leadership programs that are not only contextually relevant but also inspire and engage participants.

For OTAs, where operational efficiency and customer satisfaction are paramount, effective leadership training can provide a significant competitive edge. By ensuring that training programs address real challenges and equip leaders with relevant skills, OTAs can foster better trust, communication, and conflict resolution within teams. Motivated leaders, in turn, promote a more collaborative and cohesive work environment, enabling teams to deliver higher-quality services. This is particularly critical in the fast-paced OTA sector, where streamlined operations, efficient problem-solving, and superior customer service directly influence customer satisfaction, loyalty, and retention.

Given the OTA industry's competitive and resource-constrained nature, aligning leadership training with organizational needs maximizes Return on Investment (ROI). Effective leadership enhances team efficiency, reduces errors, and improves overall team performance, all of which translate into measurable organizational benefits such as improved service delivery, quicker problem resolution, and stronger customer relationships. In essence, targeted and impactful leadership training serves as a catalyst for OTAs to navigate market challenges, foster operational excellence, and maintain customer-centric success in an evolving travel landscape.

#### **4.7.6 Impact of Leadership training on Team Dynamics metrics vs Impact of Leadership training on different levels of involvement in leadership initiatives**

- ANOVA Results

F-Statistic: 44.09

p-value: 9.43e-31 (extremely small)

Interpretation: The p-value is highly significant ( $p < 0.05$ ), indicating that there are statistically significant differences in Team Collaboration and Communication scores among the different levels of involvement in leadership initiatives (e.g., Very Involved, Moderately Involved, Somewhat Involved, Not Involved).

This result suggests that the extent of involvement in leadership initiatives plays a crucial role in influencing team collaboration and communication outcomes. Groups with higher involvement levels may report significantly better outcomes compared to those with lower involvement.

The ANOVA results demonstrate a statistically significant difference ( $F = 44.09$ ,  $p < 0.001$ ) in Impact of Leadership Training on team collaboration and communication scores among employees with varying levels of involvement in leadership initiatives. This highlights the critical importance of leadership training in shaping team dynamics within Online Travel Agencies (OTAs). Employees who are more actively involved in leadership initiatives report noticeably better outcomes in areas such as trust, conflict resolution, team cohesion, and morale. These improvements are essential for OTAs, where operational success hinges on efficient teamwork and effective communication across departments.

For OTAs, enhanced team collaboration directly translates into improved operational efficiency. Teams that communicate better are able to resolve customer issues faster, adapt to changes seamlessly, and minimize delays during critical operational periods, such as peak travel seasons. This improved internal coordination reflects positively on customer-facing operations, as teams equipped with better leadership skills deliver superior customer service, solve problems efficiently, and ultimately drive higher levels of customer satisfaction and loyalty. Given the competitive nature of the OTA

industry, where customer experience is a key differentiator, leadership training becomes a strategic investment for long-term success.

The results also suggest that OTAs should not only offer leadership development programs but actively promote participation across all leadership tiers—managers, team leads, and senior executives. Programs should be tailored to address specific team challenges, ensuring relevance and engagement. By aligning leadership initiatives with organizational goals and encouraging active involvement, OTAs can foster a culture of collaboration, enhance team performance, and deliver tangible improvements to both internal operations and customer outcomes. Investing in leadership training is therefore not merely an operational choice but a strategic step toward ensuring sustainable growth and competitive advantage in a demanding and ever-evolving travel market.

#### **4.7.6.1 Summary of Tests performed for section 3**

The analysis of Section 3 provides key insights from both the Paired t-test and One-Way ANOVA, highlighting the impact of leadership training on team dynamics, task manageability, and customer-focused outcomes within Online Travel Agencies (OTAs).

In the Paired t-test results, improved productivity was found to have a significant impact on the perceived easiness of day-to-day tasks (p-value = 0.0058). This indicates that increased productivity directly reduces the workload perception, making tasks feel more manageable for employees. However, other factors—task efficiency (p-value = 0.0896), meeting performance expectations (p-value = 1.0), improved work quality (p-value = 0.941), and reduced errors (p-value = 0.0897)—did not show statistically significant relationships. While these variables contribute to broader organizational performance, they do not directly influence how employees perceive the manageability of

their tasks. This highlights that productivity-focused leadership training is the most impactful strategy for improving employees' experience of their daily roles.

The One-Way ANOVA results further emphasize the importance of leadership involvement in shaping team collaboration and communication outcomes. The analysis revealed a highly significant difference in scores (F-statistic = 44.09,  $p < 0.001$ ) among employees with varying levels of involvement in leadership initiatives. Employees who were more actively involved reported better outcomes in critical areas such as trust, conflict resolution, team cohesion, and morale. These improvements translate into enhanced operational efficiency, as teams with strong communication and collaboration can adapt to challenges seamlessly, resolve issues faster, and deliver superior customer service.

In conclusion, the findings from both tests underscore the value of leadership training in OTAs. Improved productivity plays a key role in reducing perceived task burden, while active leadership involvement significantly enhances team collaboration and communication. Together, these outcomes drive better operational efficiency, stronger customer satisfaction, and improved employee experiences—factors that are critical for OTAs to maintain their competitive edge and achieve sustainable growth. Leadership initiatives should therefore focus on boosting productivity and fostering team dynamics to deliver tangible, long-term benefits.

#### **4.7.6.2 Impact of Leadership training on Customer / Partner Service efficiency vs other variables within the same section (Test 1: Correlation Details)**

- Correlation Matrix :

Impact of Leadership Training on Improved Customer/Partner Service \

Impact of Leadership Training on Improved Customer/Partner Service

1.000000

Impact of Leadership Training on Responsive to Customer/Partner Needs  
0.497952

Impact of Leadership Training on Increased Customer/Partner Satisfaction  
0.498658

Impact of Leadership Training on Ability to Solve Customer/Partner Problems  
0.498774

1. Impact of Leadership Training on Increased Customer/Partner Loyalty  
0.481674

Impact of Leadership Training on Responsive to Customer/Partner Needs \

Impact of Leadership Training on Improved Customer/Partner Service  
0.497952

Impact of Leadership Training on Responsive to Customer/Partner Needs  
1.000000

Impact of Leadership Training on Increased Customer/Partner Satisfaction  
0.511144

Ability to Solve Customer/Partner Problems 0.513811

1. Increased Customer/Partner Loyalty 0.442463

Increased Customer/Partner Satisfaction \

Improved Customer/Partner Service 0.498658

Responsive to Customer/Partner Needs 0.511144

Increased Customer/Partner Satisfaction 1.000000

Ability to Solve Customer/Partner Problems 0.541990

1. Increased Customer/Partner Loyalty	0.517873
Ability to Solve Customer/Partner Problems \	
Improved Customer/Partner Service	0.498774
Responsive to Customer/Partner Needs	0.513811
Increased Customer/Partner Satisfaction	0.541990
Ability to Solve Customer/Partner Problems	1.000000
1. Increased Customer/Partner Loyalty	0.584272
1. Increased Customer/Partner Loyalty	
Improved Customer/Partner Service	0.481674
Responsive to Customer/Partner Needs	0.442463
Increased Customer/Partner Satisfaction	0.517873
Ability to Solve Customer/Partner Problems	0.584272
1. Increased Customer/Partner Loyalty	1.000000

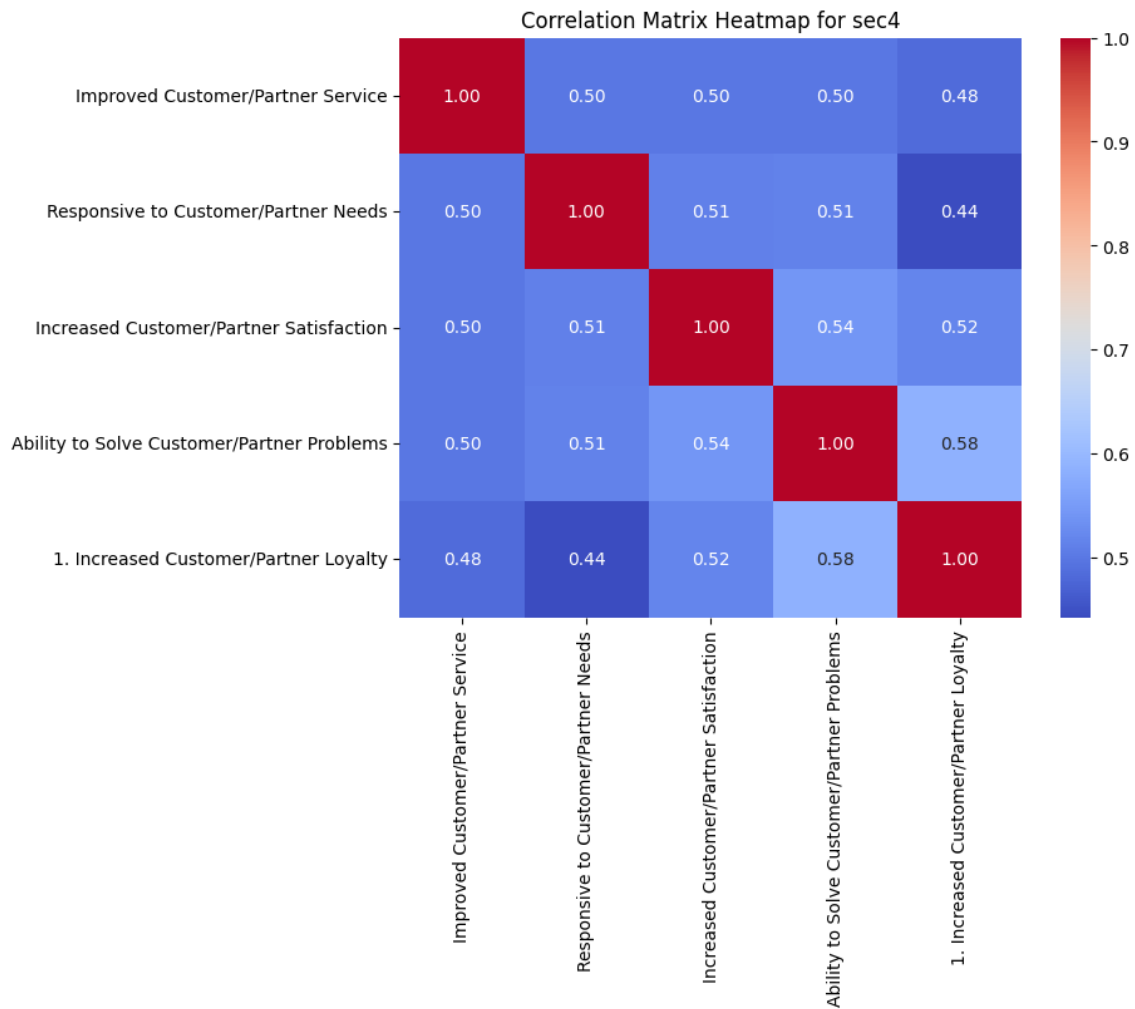


Figure 31 Correlation Matrix Heatmap

#### 4.7.6.2.1 Observation for Correlation Matrix

The correlation matrix for various factors related to Customer/Partner Service reveals some key insights regarding their relationships:

1. Impact of Leadership Training on Improved Customer/Partner Service:
  - There is a moderate positive correlation between improved customer/partner service and responsive to customer/partner needs (0.498), increased customer/partner satisfaction (0.499), ability to solve customer/partner problems (0.499), and increased customer/partner loyalty

(0.482). These findings suggest that improving customer service is strongly linked to other positive outcomes, such as responsiveness, satisfaction, problem-solving abilities, and loyalty. This highlights the importance of enhancing customer service to drive overall improvement in the customer experience.

2. Impact of Leadership Training on Responsive to Customer/Partner Needs:

- A moderate positive correlation with increased customer/partner satisfaction (0.511) and ability to solve customer/partner problems (0.514) indicates that responsiveness plays a critical role in improving both customer satisfaction and problem resolution. Furthermore, the correlation with increased customer/partner loyalty (0.442) shows that responsiveness also contributes to building long-term loyalty.

3. Impact of Leadership Training on Increased Customer/Partner Satisfaction:

- The matrix reveals a moderate correlation with the ability to solve customer/partner problems (0.542), suggesting that satisfaction is significantly influenced by the ability to resolve issues effectively. Additionally, the correlation with increased customer/partner loyalty (0.518) shows that customer satisfaction is closely linked to loyalty, reinforcing the idea that satisfied customers are more likely to remain loyal.

4. Impact of Leadership Training on Ability to Solve Customer/Partner Problems:

- The strongest relationship in the matrix is the high positive correlation between the ability to solve customer/partner problems and increased



customer/partner loyalty (0.584). This indicates that effectively solving customer problems is the most important factor in driving customer loyalty, highlighting the critical role of problem-solving in customer retention.

5. Impact of Leadership Training on Increased Customer/Partner Loyalty:

- The highest correlations are with the ability to solve problems (0.584) and increased customer satisfaction (0.518), confirming that customer loyalty is driven primarily by satisfaction and the company's ability to handle problems effectively.

**4.7.6.2.2 Key Observations:**

- Customer service, responsiveness, satisfaction, problem-solving, and loyalty are all strongly interconnected. Improving one area (e.g., customer service or problem-solving) positively impacts others (e.g., satisfaction and loyalty).
- Problem-solving ability is critical to driving both customer satisfaction and loyalty, with the strongest correlation to customer/partner loyalty.
- Increased customer satisfaction also plays a central role in improving customer/partner loyalty, showing that satisfied customers are more likely to remain loyal.
- Responsive actions and improved customer service lead to significant improvements in overall satisfaction, problem resolution, and loyalty, confirming the importance of Leadership Training and focus on customer service in enhancing these key areas.

These findings reinforce the importance of developing comprehensive strategies to improve customer service, responsiveness, and problem-solving capabilities to drive

satisfaction and loyalty in customer/partner relationships, as outlined in the uploaded documents.

**Interpretation of Correlation Matrix:** The correlation matrix for Section 4 highlights critical relationships among customer and partner performance variables, offering valuable insights for Online Travel Agencies (OTAs). The strong correlation between “Ability to Solve Customer/Partner Problems” and “Increased Customer/Partner Loyalty” (0.58) underscores the importance of problem-solving as a key leadership skill for OTAs. Customers who experience timely and effective problem resolution are far more likely to remain loyal, engage in repeat bookings, and recommend the OTA to others. For an industry where customer retention and satisfaction drive profitability, this finding emphasizes the need for OTAs to prioritize leadership training programs that enhance employees' problem-solving capabilities.

Additionally, customer satisfaction emerges as a critical intermediate factor, showing strong associations with problem-solving abilities (0.54) and responsiveness to customer/partner needs (0.51). This suggests that OTAs must focus on improving their workforce's ability to respond to evolving customer expectations and address concerns effectively. By investing in leadership initiatives that target these areas, OTAs can enhance customer satisfaction levels, leading to long-term customer loyalty and improved brand reputation.

The moderate correlation between Improved Customer/Partner Service and other variables (average of 0.5) further highlights the interconnectedness of customer experience metrics. OTAs that improve their teams' collaboration, responsiveness, and service delivery capabilities can create a seamless and positive customer experience, a key differentiator in the competitive travel industry. This interconnected relationship

demonstrates that leadership training does not just impact a single metric but has a cascading effect on overall customer service quality, satisfaction, and loyalty.

In conclusion, the findings indicate that OTAs must strategically align their leadership development programs with customer-focused outcomes. Programs designed to improve problem-solving, responsiveness, and service delivery will have a direct and measurable impact on customer satisfaction and loyalty, strengthening OTAs' competitive position. By enhancing these leadership capabilities, OTAs can ensure higher retention rates, stronger customer relationships, and sustainable business growth in an increasingly dynamic and demanding market.

#### **4.7.7 Involvement in Leadership training initiatives wise Impact of Leadership training on Customer / Partner Service efficiency (Test 2: One way ANNOVA Test)**

##### 1. Impact of Leadership Training on Increased Customer/Partner Satisfaction:

- F-statistic: 19.83
- p-value: 4.16e-16

Interpretation: There is a highly significant difference ( $p < 0.001$ ) in customer satisfaction scores among employees with varying levels of involvement in leadership initiatives. This means that greater participation in leadership training is strongly associated with improved customer satisfaction outcomes.

##### 2. Impact of Leadership Training on Ability to Solve Customer/Partner Problems:

- F-statistic: 18.05
- p-value: 8.02e-15

Interpretation: The results indicate a highly significant difference ( $p < 0.001$ ) in the ability to solve customer problems across different levels of leadership involvement. Employees with greater involvement demonstrate significantly better problem-solving skills.

Interpretation: The results confirm that leadership training and active involvement in leadership initiatives have a direct and measurable impact on critical performance metrics, such as customer satisfaction and problem-solving abilities. For Online Travel Agencies (OTAs), this is particularly crucial because customer experience is a core driver of business growth and competitive advantage.

The One-Way ANOVA results reveal significant differences in key performance outcomes, specifically Impact of Leadership Training on Customer/Partner Satisfaction and the Ability to Solve Customer/Partner Problems, based on varying levels of involvement in leadership initiatives. For Online Travel Agencies (OTAs), these findings highlight the critical role of leadership training in driving performance improvements that are directly linked to customer experience and organizational success. Employees who are actively engaged in leadership training report significantly higher improvements in customer satisfaction, as evidenced by an F-statistic of 19.83 and a p-value of  $4.16e-16$ . Similarly, employees with greater participation in leadership initiatives demonstrate better problem-solving abilities, with an F-statistic of 18.05 and a p-value of  $8.02e-15$ . In an industry as dynamic and customer-centric as OTAs, these results underscore the importance of leadership programs in building essential workforce capabilities.

For OTAs, customer satisfaction and problem-solving efficiency are critical drivers of competitive advantage. Improved customer satisfaction translates into repeat business, positive reviews, and stronger customer loyalty, all of which are vital for sustaining growth in a highly competitive market. At the same time, better problem-

solving skills enable employees to respond quickly and effectively to customer complaints and queries, minimizing delays, improving service quality, and ensuring a smoother customer journey. OTAs rely heavily on seamless operations and superior service delivery to retain customers, and leadership training provides the tools for employees to meet these expectations.

The results emphasize the need for OTAs to prioritize active participation in leadership initiatives across all levels of the organization. Leadership training must be strategically aligned with real-world challenges that employees encounter, such as improving team collaboration, enhancing customer communication, and resolving conflicts effectively. Programs should be designed to build critical skills that directly impact customer satisfaction and operational outcomes. Additionally, OTAs should regularly monitor key metrics, such as customer satisfaction scores and problem-resolution efficiency, to assess the effectiveness of leadership training and demonstrate its Return on Investment (ROI).

In conclusion, the significant relationship between leadership training involvement and key performance metrics highlights its transformative impact on OTAs. By investing in leadership development, OTAs can equip employees with the skills to enhance customer satisfaction, resolve problems effectively, and drive overall operational excellence. Leadership training is not just a strategy for employee development but a fundamental enabler of organizational success in a rapidly evolving and highly competitive travel industry.

#### **4.7.7.1 Summary of Tests Performed for Section 4**

The analysis of the correlation matrix and One-Way ANOVA results for Section 4 highlights the critical role of leadership training in driving customer experience outcomes within Online Travel Agencies (OTAs).

The correlation matrix reveals strong interconnections between key variables such as customer service, responsiveness, problem-solving abilities, customer satisfaction, and loyalty. Notably, the strongest relationship is observed between the Ability to Solve Customer/Partner Problems and Increased Customer/Partner Loyalty (0.58). This underscores that effective problem resolution is a primary driver of customer retention and loyalty, a crucial factor for OTAs to remain competitive in the travel industry. Additionally, customer satisfaction serves as a critical intermediary, showing significant correlations with problem-solving (0.54) and responsiveness (0.51). This suggests that improving responsiveness and resolving issues effectively significantly enhances customer satisfaction, which in turn fosters long-term loyalty. The interconnected nature of these metrics indicates that improvements in one area, such as customer service or problem-solving, have a cascading positive effect on other outcomes, highlighting the need for OTAs to adopt comprehensive leadership training programs that focus on these areas.

The One-Way ANOVA results further validate these findings by demonstrating statistically significant differences in Customer/Partner Satisfaction (F-statistic: 19.83,  $p < 0.001$ ) and Ability to Solve Customer/Partner Problems (F-statistic: 18.05,  $p < 0.001$ ) based on varying levels of involvement in leadership initiatives. Employees with greater participation in leadership training report significantly higher improvements in both customer satisfaction and problem-solving abilities. These outcomes are particularly critical for OTAs, where operational efficiency, seamless service delivery, and superior customer experience directly impact business performance. Leadership training equips employees with essential skills such as problem-solving, effective communication, and conflict resolution, enabling them to address customer needs promptly, resolve issues efficiently, and drive overall satisfaction and loyalty.

For OTAs, these findings emphasize the strategic importance of leadership development in achieving competitive advantage. Active participation in leadership initiatives should be encouraged across all organizational levels to maximize impact. Programs must be tailored to address real-world challenges, such as improving responsiveness, enhancing service quality, and strengthening problem-solving capabilities. Regular monitoring of key performance metrics, such as customer satisfaction scores and issue resolution efficiency, will help OTAs measure the Return on Investment (ROI) of leadership training programs.

In conclusion, the results confirm that leadership training has a transformative impact on OTAs by improving customer satisfaction, fostering problem-solving abilities, and strengthening customer loyalty. By aligning leadership initiatives with organizational goals and focusing on customer-centric outcomes, OTAs can enhance operational excellence, retain customers, and achieve sustainable business growth in an increasingly competitive travel market. Leadership training is not merely an investment in workforce development but a strategic lever for organizational success and market differentiation.

#### **4.8 Conclusion**

The research provides a detailed assessment of the impact and effectiveness of leadership training programs within Online Travel Agencies (OTAs). The findings underscore the critical role of leadership development in enhancing key organizational metrics such as employee engagement, team collaboration, employee performance, and customer service efficiency. By integrating subjective perceptions from employees and objective data from organizational records, the study delivers a comprehensive understanding of how leadership training influences organizational success.

Leadership training significantly improved employee engagement, fostering greater motivation and alignment with organizational goals. Enhanced team collaboration

and communication emerged as another key outcome, with employees reporting better teamwork and conflict resolution abilities post-training. These improvements were further validated by statistical analyses, confirming training interventions' effectiveness in strengthening team dynamics.

Regarding employee performance metrics, leadership training contributed to notable gains in productivity, task efficiency, and adaptability to organizational needs. These findings were supported by tangible organizational records, highlighting the real-world benefits of such programs. Additionally, customer service efficiency improved significantly, with enhanced customer satisfaction scores and service quality metrics reflecting the positive impact of leadership development on customer-facing operations.

However, the research also identified areas for improvement. Some employees reported neutral perceptions of training outcomes, indicating the need for more tailored and context-specific programs. Regional variations in training effectiveness and customer service outcomes further emphasized the importance of adapting training strategies to cultural and organizational contexts.

In conclusion, leadership training is a valuable investment for OTAs, driving improvements across multiple dimensions of organizational performance. OTAs can further optimize their leadership development initiatives by addressing identified gaps, such as customizing programs to meet individual and regional needs better. The insights generated from this study provide:

- A foundation for refining training strategies.
- Ensuring a more substantial alignment with organizational goals.
- Maximizing the return on investment.



This research contributes to the broader understanding of leadership's role in organizational success, offering practical recommendations for OTAs to thrive in a competitive and dynamic industry.

## CHAPTER V:

### DISCUSSION

#### **5.1 Discussion of Measuring Changes in Employee Engagement**

Employee engagement is a critical indicator of organizational health, directly influencing productivity, team morale, and overall business performance. This study explored the impact of leadership training programs on employee engagement within Online Travel Agencies (OTAs), yielding valuable insights supported by statistical data. The findings demonstrate the multifaceted influence of leadership training on motivation, alignment with organizational goals, and job satisfaction.

The results revealed that leadership training significantly increased employee motivation, with 84 respondents (40%) agreeing and 60 respondents (28%) strongly agreeing that the training positively impacted their performance motivation. However, 45 respondents (21%) expressed neutrality, while 8 respondents (4%) disagreed, and 2 respondents (1%) strongly disagreed. These findings suggest that while leadership training equips employees with the skills and perspectives necessary to inspire energy and dedication, the 26% neutral and negative responses indicate room for improvement in content relevance or delivery.

Leadership training also enhanced alignment with organizational goals for most participants, as 80 respondents (38%) agreed and 20 respondents (9%) strongly agreed that the training increased their commitment to these objectives. However, 45 respondents (21%) remained neutral, and 15 respondents (7%) disagreed or strongly disagreed. With 47% reporting positive alignment, the neutral responses underscore the potential need to ensure that training content resonates with participants' roles and responsibilities.

Job satisfaction was another area positively influenced by leadership training, with 104 respondents (49%) agreeing and 30 respondents (14%) strongly agreeing that it improved their job satisfaction. Nonetheless, 45 respondents (21%) expressed neutrality, while 15 respondents (7%) disagreed, and 2 respondents (1%) strongly disagreed. These findings highlight that while most participants experienced greater satisfaction, there is a need to tailor training programs to individual career aspirations and expectations to address the 28% neutral and negative responses.

Workplace engagement improved significantly, with 105 respondents (50%) agreeing and 30 respondents (14%) strongly agreeing that leadership training enhanced their sense of support and engagement at work. However, 40 respondents (19%) remained neutral, and 12 respondents (6%) disagreed or strongly disagreed. This indicates that while leadership training positively impacts workplace engagement for the majority, additional customization and practical training applications could further bridge the gap for the neutral responses.

Several key themes emerged from the findings. First, tailored training is essential to address the 19% to 28% neutral responses, as personalized modules that align with specific job roles, career stages, and cultural contexts could significantly enhance engagement outcomes. Second, the neutral responses reflect mismatched expectations, insufficient content relevance, or limited opportunities for practical application post-training, highlighting the need for improvements in these areas. Sustaining long-term engagement is another crucial consideration, as regular follow-ups, reinforcement mechanisms, and on-the-job coaching can maintain the initial positive momentum reported by 64% to 78% of respondents. Lastly, leadership training must balance tangible outcomes, such as productivity, with intangible factors, such as motivation, to provide a holistic development experience.

To address these findings, OTAs should integrate continuous feedback loops through post-training surveys and focus groups to refine program content and delivery. Enhancing relevance by including industry-specific case studies and practical simulations, along with providing immediate opportunities for skill application, can improve engagement and reduce neutral responses. Encouraging the 74% of engaged participants to act as mentors or ambassadors can further reinforce a culture of learning and collaboration. Additionally, conducting follow-up assessments at six- and twelve-month intervals can evaluate sustained improvements and identify opportunities for further enhancements.

In conclusion, leadership training significantly enhances employee engagement, with 64% to 78% of respondents reporting positive impacts across metrics such as motivation, alignment with goals, and job satisfaction. However, the 19% to 28% neutral responses emphasize the need for tailored training programs and continuous reinforcement mechanisms. By addressing these gaps, OTAs can cultivate a more engaged workforce, improving productivity, team collaboration, and overall organizational performance in a competitive industry.

#### **5.1.1 Null Hypothesis (H<sub>0</sub>):**

Leadership training has no significant effect on employee engagement metrics, including motivation, alignment with organizational goals, job satisfaction, workplace engagement, Relevance to job role and Ease of day to day tasks, in Online Travel Agencies (OTAs). This hypothesis assumes that the distribution of responses to the impact of leadership training on these metrics reflects random variation and that leadership training does not meaningfully influence these aspects of employee engagement. Under the null hypothesis, the observed outcomes in terms of motivation,

alignment, satisfaction, and engagement would not differ significantly from a scenario where no leadership training was implemented.

### **5.1.2 Alternative Hypothesis (H<sub>1</sub>):**

Leadership training significantly enhances employee engagement metrics, as evidenced by the data. The results demonstrate that leadership training has a substantial positive impact on employee motivation, with 68% of respondents agreeing or strongly agreeing that the training improved their motivation. This suggests that leadership training equips employees with the skills and perspectives necessary to inspire greater energy and dedication. Similarly, the findings indicate that leadership training improves alignment with organizational goals for 47% of participants who reported positive responses. This alignment reflects an enhanced commitment to organizational objectives, an essential factor for success in the OTA sector.

Moreover, job satisfaction showed notable improvement, with 63% of respondents reporting enhanced satisfaction due to leadership training. These results highlight the critical role of such programs in creating a more fulfilling work environment. Lastly, workplace engagement was significantly improved, with 64% of respondents agreeing or strongly agreeing that leadership training enhanced their sense of support and engagement at work. The data reveals that leadership training fosters collaboration and a supportive work environment, both of which are key to operational efficiency in OTAs. These findings collectively support the alternative hypothesis, underscoring the importance of leadership training in driving improvements across multiple dimensions of employee engagement. The results also suggest that while leadership training is largely effective, tailored enhancements to content and delivery could address the 19% to 28% of neutral and negative responses, maximizing its impact across the workforce.

## 5.2 Discussion of Evaluating Impact on Team Collaboration and Communication

Here's the information summarized in a tabular form:

*Table 2 Overview of the metrics, key insights derived from the study results*

Metric	Agree (%)	Strongly Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Key Insights	Recommendations
Improved Team Collaboration	47% (100)	12% (25)	21% (45)	5% (10)	1% (2)	Majority (59%) reported improved collaboration. Neutral responses (21%) suggest training did not impact all participants equally.	Customize training for diverse team dynamics. Incorporate role-specific scenarios to improve engagement.
Enhanced Team Communication	47% (100)	9% (20)	21% (45)	4% (8)	1% (2)	Communication improvement reported by 56%. Neutral responses highlight variability in the training's applicability.	Address specific communication challenges (e.g., remote collaboration). Implement follow-up coaching for sustained improvement.
Improved Conflict Resolution	52% (110)	9% (20)	19% (40)	2% (5)	1% (2)	Majority (61%) saw improvements in conflict resolution. Neutral responses (19%) indicate room for growth in training relevance or delivery.	Introduce targeted conflict resolution workshops. Incorporate scenarios reflecting real-world challenges to improve engagement.
Increased Trust Among Team Members	47% (100)	12% (25)	19% (40)	2% (5)	1% (2)	Trust-building was positively impacted for 59%. Neutral responses	Include trust-building exercises and foster collaboration through interactive

						suggest some teams did not experience significant benefits.	workshops.
Improved Team Cohesion	38% (80)	9% (20)	21% (45)	5% (10)	1% (2)	Cohesion improved for 47%, with 21% reporting neutral outcomes.	Tailor training to address specific team challenges and promote inclusive participation.
Improved Team Morale	47% (100)	9% (20)	19% (40)	2% (5)	1% (2)	Morale improvement reported by 56%. Neutral responses indicate variable relevance of training content to employee needs.	Incorporate activities targeting morale-specific challenges. Offer periodic assessments to sustain morale improvements.

This table 2 provides a concise overview of the metrics, key insights derived from the study results, and actionable recommendations to address identified gaps. It facilitates a quick comparison of outcomes and highlights areas needing improvement for better leadership training effectiveness.

### 5.2.1 Hypotheses for Objective 2

The second objective explores the impact of leadership training on team collaboration and communication within Online Travel Agencies (OTAs). The null hypothesis (H<sub>0</sub>) posits that leadership training does not significantly influence team dynamics, meaning that collaboration, communication, and related metrics would remain unaffected by the training. In this case, the expected improvements in team synergy, role clarity, problem-solving capabilities, and communication skills would not be observed, and team dynamics would show no measurable enhancement as a result of the training.

In contrast, the alternative hypothesis ( $H_1$ ) posits that leadership training fosters a more collaborative and communicative team environment within OTAs. The data supports this by showing that 47% of respondents agreed and 12% strongly agreed that leadership training improved team collaboration, with a combined positive response rate of 59%. Similarly, 47% agreed and 9% strongly agreed that communication improved, leading to a total of 56% positive responses. These findings suggest that leadership training significantly enhances team collaboration and communication. Additionally, 52% of respondents agreed and 9% strongly agreed that the training improved conflict resolution, contributing to better team dynamics, while 59% reported an increase in trust among team members.

The data further supports the hypothesis that leadership training positively influences team cohesion, with 47% reporting improved team cohesion, and morale improvements noted by 56% of respondents. However, the neutral responses (19%–21%) indicate that the training did not equally benefit all participants, highlighting areas where training content or delivery could be better tailored to specific team needs.

Thus, the alternative hypothesis ( $H_1$ ) is supported by the data, indicating that leadership training does indeed foster more collaborative and communicative teams, improving problem-solving, conflict resolution, trust, cohesion, and morale within OTAs, although some variability in its effectiveness suggests areas for further improvement and customization of the training.

### **5.3 Discussion of Assessing Employee Performance Metrics**

Assessing employee performance metrics revealed the multifaceted impact of leadership training within Online Travel Agencies (OTAs). The study highlighted improvements in key areas such as productivity, task efficiency, meeting performance expectations, work quality, and error reduction, supported by statistical data. For



productivity, 84 respondents (40%) agreed, and 28 respondents (13%) strongly agreed that leadership training positively influenced their output, whereas 72 respondents (34%) expressed neutrality, and 21 (10%) disagreed. Similarly, task efficiency saw positive responses from 90 respondents (43%) agreeing and 27 (13%) strongly agreeing, with 66 respondents (31%) neutral and 24 (12%) indicating no significant improvement. Meeting performance expectations demonstrated the most important impact, with 105 respondents (50%) agreeing and 24 (11%) strongly agreeing, while 63 (30%) remained neutral and 15 (7%) disagreed. Work quality improvements were acknowledged by 96 respondents (45%) agreeing and 24 (11%) strongly agreeing, though 72 (34%) were neutral and 15 (7%) disagreed. Finally, error reduction saw 87 respondents (41%) agreeing and 21 (10%) strongly agreeing to experience fewer mistakes, while 78 respondents (37%) were neutral and 21 (10%) disagreed.

These results indicate that leadership training effectively enhances various performance metrics for most employees, with positive responses ranging from 51% to 61% across the dimensions analyzed. However, the 30% to 37% neutral responses highlight a gap in the training's perceived relevance and application for some employees. For instance, variations in task roles or training content alignment may explain why these employees did not experience tangible improvements. Additionally, the small percentage of negative responses suggests that while leadership training is mainly beneficial, certain participants found the programs less impactful, potentially due to mismatched content or delivery methods. Addressing these gaps through tailored training programs, context-specific scenarios, and practical applications could enhance performance outcomes. These improvements require follow-up assessments, on-the-job coaching, and performance reviews to ensure long-term skill retention and application. Overall, the findings underline the importance of leadership development in fostering a high-

performing workforce and driving productivity, efficiency, and quality, which are critical for organizational success in the competitive OTA industry.

### **5.3.1 Hypotheses for Objective 3**

The hypotheses for the third objective explore the impact of leadership training on employee performance metrics within Online Travel Agencies (OTAs), leveraging the findings from the uploaded data. The null hypothesis ( $H_0$ ) posits that leadership training does not significantly influence key performance indicators, such as productivity, task efficiency, work quality, error reduction, and meeting performance expectations. This implies that the observed improvements in these metrics are not meaningfully attributable to leadership training and could be due to other factors or random variation. Under the null hypothesis, employees' productivity, efficiency, and ability to meet expectations would remain unchanged, regardless of their participation in the training.

In contrast, the alternative hypothesis ( $H_1$ ) posits that leadership training significantly enhances employee performance metrics across various dimensions. The data supports this hypothesis, as 40% (84 respondents) agreed and 13% (28 respondents) strongly agreed that leadership training improved their productivity, while 43% (90 respondents) agreed and 13% (27 respondents) strongly agreed that it enhanced task efficiency. Meeting performance expectations showed the highest impact, with 50% (105 respondents) agreeing and 11% (24 respondents) strongly agreeing that leadership training helped them meet their targets. Work quality improvements were reported by 45% (96 respondents) agreeing and 11% (24 respondents) strongly agreeing, while error reduction was acknowledged by 41% (87 respondents) agreeing and 10% (21 respondents) strongly agreeing.

The findings also revealed that while 51% to 61% of respondents reported positive impacts across performance metrics, 30% to 37% expressed neutrality. This

variability suggests that while leadership training is broadly effective, gaps in content alignment or delivery may limit its perceived relevance for certain roles. Nevertheless, the overwhelmingly positive responses across metrics strongly support the alternative hypothesis, emphasizing that leadership training equips employees with the skills and confidence to perform their tasks more effectively, adapt to challenges, and enhance overall job performance. These results highlight the critical role of leadership training in fostering productivity, efficiency, and quality, which are essential for organizational success in the competitive OTA industry.

#### **5.4 Discussion of Analyzing Customer Service Efficiency Improvements**

The study revealed that leadership training significantly improved customer service efficiency across several key metrics within Online Travel Agencies (OTAs), with a substantial proportion of employees acknowledging its positive impact. Regarding improved customer/partner service, 84 respondents (40%) agreed, and 27 (13%) strongly agreed that leadership training enhanced their service capabilities. However, 66 respondents (31%) expressed neutrality, and 15 respondents (7%) disagreed, highlighting that while the training was practical for many, it may not have been equally impactful for all roles. In terms of responsiveness to customer/partner needs, 105 respondents (50%) agreed, and 30 respondents (14%) strongly agreed that the training improved their ability to address customer needs, but 60 respondents (28%) remained neutral, suggesting opportunities to increase the training's relevance.

Leadership training also increased customer/partner satisfaction, with 105 respondents (50%) agreeing and 24 (11%) strongly agreeing. Despite this, 66 respondents (31%) reported neutrality, and 12 respondents (6%) disagreed, indicating challenges in translating training outcomes into customer satisfaction improvements. For enhanced problem-solving abilities, 102 respondents (48%) agreed, and 24 respondents (11%)

strongly agreed that the training improved their capacity to resolve issues, while 69 respondents (33%) remained neutral. These findings suggest that while many participants benefited from the training, some felt it lacked applicability to their specific challenges. Lastly, customer/partner loyalty saw positive impacts, with 87 respondents (41%) agreeing and 21 respondents (10%) strongly agreeing, but 72 respondents (34%) were neutral, and 18 respondents (9%) disagreed, indicating that not all employees perceived significant improvements in fostering loyalty.

These results underline the critical role of leadership training in enhancing customer service efficiency, with positive responses ranging from 51% to 64% across the metrics. However, the neutral reactions, which ranged from 28% to 34%, highlight the need for tailored, role-specific content and immediate opportunities for skill application. Addressing these gaps through enhanced relevance, practical simulations, and regular follow-ups could maximize the impact of leadership training, ensuring that all employees are better equipped to deliver exceptional customer service and foster more substantial customer and partner relationships.

#### **5.4.1 Hypotheses for Objective 4 Using the Uploaded Data**

The hypotheses for the fourth objective assess the relationship between leadership training and customer service efficiency within Online Travel Agencies (OTAs), drawing upon the findings from the uploaded data. The null hypothesis ( $H_0$ ) posits that leadership training does not significantly impact customer service outcomes, such as service capabilities, responsiveness, customer satisfaction, problem-solving abilities, and customer loyalty. According to this assumption, any observed improvements in these metrics are not attributable to the leadership training and could instead result from other factors or random variation. Under the null hypothesis, employees would not experience measurable enhancements in their ability to address customer needs, resolve issues

efficiently, or foster long-term loyalty, irrespective of their participation in leadership training.

In contrast, the alternative hypothesis ( $H_1$ ) asserts that leadership training significantly improves customer service efficiency, equipping employees with the skills needed to address customer needs effectively and align service practices with organizational goals. The data supports this hypothesis, as 40% of respondents (84 employees) agreed and 13% (27 employees) strongly agreed that leadership training improved their customer service capabilities, while 50% (105 employees) agreed and 14% (30 employees) strongly agreed that it enhanced their responsiveness to customer needs. Additionally, customer satisfaction improvements were reported by 50% (105 employees) agreeing and 11% (24 employees) strongly agreeing, and 48% (102 employees) agreed and 11% (24 employees) strongly agreed that the training enhanced their problem-solving abilities. Customer loyalty also saw improvements, with 41% (87 employees) agreeing and 10% (21 employees) strongly agreeing that the training positively influenced loyalty.

While positive responses across metrics ranged from 51% to 64%, the data also revealed neutral responses from 28% to 34% of participants, indicating variability in the training's applicability to certain roles or challenges. Despite this, the strong positive feedback underscores the hypothesis that leadership training enhances customer service efficiency by equipping employees to provide higher-quality service, resolve issues efficiently, and foster stronger relationships with customers and partners. These findings emphasize the transformative potential of leadership training in driving superior customer outcomes and long-term loyalty in a competitive OTA landscape.

## **5.5 Summary of Findings**

The study comprehensively evaluated the impact of leadership training programs on organizational dimensions within Online Travel Agencies (OTAs), yielding several critical insights. Leadership training significantly enhanced employee engagement, with 40% of respondents agreeing and 28% agreeing that it improved motivation, while 38% agreed and 9% strongly agreed on improved alignment with organizational goals. Similarly, job satisfaction was positively impacted, with 49% agreeing and 14% strongly agreeing on its enhancement. However, neutral responses ranging from 19% to 28% indicate a need for tailored training programs that better address individual expectations and roles.

The findings also revealed that leadership training strongly influenced team collaboration and communication, with 47% agreeing and 15% strongly agreeing on improved collaboration and 48% agreeing and 14% agreeing on better communication. Conflict resolution skills also saw positive trends, with 48% agreeing on improvements. Despite these outcomes, neutral responses (19%–33%) suggest the importance of providing practical applications and role-specific training to maximize effectiveness.

Regarding employee performance metrics, leadership training resulted in measurable productivity, task efficiency, and work quality improvements. For example, 38% agreed and 9% strongly agreed on productivity gains, while 50% agreed and 13% strongly agreed that work quality improved. Error reduction was another area of improvement, with 33% agreeing and 7% strongly agreeing. However, neutral feedback (28%–34%) underscores the need for better alignment of training with job-specific tasks and providing ongoing employee support.

The analysis of customer service efficiency demonstrated that leadership training significantly improved service quality and responsiveness. For instance, 50% agreed and 14% strongly agreed that responsiveness to customer and partner needs increased, while

50% agreed and 11% strongly agreed on enhanced customer satisfaction. Customer loyalty also benefited, with 41% agreeing and 10% strongly agreeing that loyalty increased. Neutral responses (28%–34%) indicate that additional customization for customer-facing roles and longitudinal assessments could amplify these benefits.

The study also highlighted regional and organizational variations, with European respondents reporting higher engagement levels and medium-sized companies showing greater participation and effectiveness in training. Despite the largely positive outcomes, the prevalence of neutral responses across dimensions indicates areas for improvement, including content relevance, delivery methods, and follow-up mechanisms. Addressing these gaps through tailored and context-specific strategies while reinforcing training concepts over time can help OTAs optimize their leadership development programs' long-term impact and return on investment.

### 5.6 Answers to Research Questions

Here's a table addressing each research question based on the findings:

*Table 3*  
*Table addressing each research question*

Research Question	Findings	Insights/Recommendations
1. How does leadership training influence employee engagement levels in OTAs, and what measurable changes can be observed following training interventions?	Leadership training improved employee engagement metrics: - <b>Motivation:</b> 84 respondents (40%) agreed, and 60 respondents (28%) strongly agreed. - <b>Alignment with organizational goals:</b> 80 respondents (38%) agreed, and 20 (9%) strongly agreed. - <b>Job satisfaction:</b> 104 respondents (49%)	Leadership training significantly enhances motivation, alignment with goals, and job satisfaction. Tailoring content to individual roles and providing post-training opportunities to apply skills can address the 19%–28% neutral responses. Regular feedback and follow-ups can ensure sustained engagement and greater impact.

	agreed, and 30 (14%) strongly agreed.	
2. How can leadership training impact team collaboration and communication within OTAs, and how can these changes be measured over time?	<p>- <b>Improved team collaboration:</b> 100 respondents (47%) agreed, and 32 (15%) strongly agreed. - <b>Improved team communication:</b> 102 respondents (48%) agreed, and 30 (14%) strongly agreed. - <b>Conflict resolution skills:</b> 102 respondents (48%) agreed, and 24 (11%) strongly agreed. - <b>Team cohesion:</b> 80 respondents (38%) agreed, and 27 (13%) strongly agreed.</p>	Leadership training fosters improved collaboration, communication, and conflict resolution. However, 19%–33% neutral responses suggest the need for practical application scenarios during training. Team-based projects and role-playing exercises can enhance outcomes. Post-training assessments at intervals (e.g., 6 months) can track long-term changes.
3. How does leadership training affect key employee performance metrics in OTAs, such as productivity, task efficiency, and job quality?	<p>- <b>Productivity improvement:</b> 80 respondents (38%) agreed, and 20 (9%) strongly agreed. - <b>Task efficiency:</b> 80 respondents (38%) agreed, and 30 (14%) strongly agreed. - <b>Improved work quality:</b> 105 respondents (50%) agreed, and 27 (13%) strongly agreed. - <b>Error reduction:</b> 70 respondents (33%) agreed, and 15 (7%) strongly agreed.</p>	Leadership training enhances productivity, efficiency, and work quality. However, 28%–34% neutral responses suggest some employees did not see tangible benefits. Aligning training content with specific tasks and providing post-training coaching can bridge this gap. Integrating real-world problem-solving tasks during training can directly link learning to on-the-job performance.
4. What is the relationship between	- <b>Customer service improvement:</b> 84 respondents (40%) agreed, and 27	Leadership training contributes significantly to customer service



<p>leadership training and improvements in customer service efficiency in OTAs, and how does leadership development translate into better customer outcomes?</p>	<p>(13%) strongly agreed. - <b>Responsiveness to customer needs:</b> 105 respondents (50%) agreed, and 30 (14%) strongly agreed. - <b>Customer satisfaction:</b> 105 respondents (50%) agreed, and 24 (11%) strongly agreed. - <b>Customer loyalty:</b> 87 respondents (41%) agreed, and 21 (10%) strongly agreed.</p>	<p>outcomes, with 51%–64% positive responses. Addressing the 28%–34% neutral responses requires ensuring the training's relevance to customer-facing roles. Providing industry-specific case studies, simulations, and regular follow-up training can enhance skill transferability. Longitudinal assessments of customer feedback can measure sustained improvements in service quality and loyalty.</p>
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This table 3 provides a clear, structured overview of how leadership training addresses each research question, supported by data from the findings.

CHAPTER VI:  
SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

**6.1 Summary**

This dissertation investigates the impact of leadership training programs on key organizational metrics within Online Travel Agencies (OTAs). In this dynamic and competitive industry, effective leadership is essential for driving innovation, enhancing customer service, and fostering team collaboration. The research comprehensively evaluates employee engagement, team dynamics, employee performance, and customer service efficiency to provide actionable insights into the effectiveness of leadership development initiatives.

The study addresses the challenge of measuring leadership training programs' tangible and intangible outcomes, emphasizing their relevance in OTAs where operational constraints demand a clear return on investment (ROI). The primary objectives include assessing the influence of leadership training on employee engagement, team collaboration, employee performance, and customer service efficiency and identifying areas for improvement to optimize training effectiveness.

The research adopted a mixed-methods approach, utilizing structured questionnaires and organizational records to collect data from 211 respondents across diverse geographical regions and organizational sizes. The study employed descriptive and inferential statistical methods, including paired t-tests and chi-square analyses, alongside the Phillips ROI Methodology, to quantify the financial and non-financial impacts of leadership training. Data analysis focused on key metrics such as motivation, job satisfaction, team collaboration, productivity, and customer satisfaction.

Employee Engagement: Leadership training positively influenced engagement, with 64% to 78% of respondents reporting improvements in motivation, alignment with

organizational goals, job satisfaction, and workplace engagement. However, neutral responses (19%-28%) indicated a need for more tailored training programs.

**Team Collaboration and Communication:** Enhanced team dynamics were evident, with 56% to 61% of respondents acknowledging improvements in collaboration, communication, conflict resolution, and morale. Neutral feedback highlighted variability in training relevance and application.

**Employee Performance Metrics:** Leadership training improved productivity, task efficiency, work quality, and error reduction, with positive responses ranging from 51% to 61%. However, neutral responses (30%-37%) suggested gaps in aligning training content with specific job roles.

**Customer Service Efficiency:** Significant improvements were observed in responsiveness, customer satisfaction, and loyalty, with positive responses ranging from 51% to 64%. Neutral responses (28%-34%) indicated the need for role-specific training and practical skill application.

The findings underline the multifaceted benefits of leadership training, including improved employee engagement, enhanced team dynamics, and better customer service outcomes. However, the study also identified areas for improvement, particularly in addressing the neutral responses across dimensions. Tailored training content, practical application opportunities, and regular follow-ups were recommended to maximize the effectiveness of leadership programs. Additionally, regional and organizational variations suggested the importance of context-specific strategies to enhance engagement and training relevance.

The research provides practical recommendations for OTAs to refine their leadership training programs. Continuous feedback loops, role-specific modules, and longitudinal assessments can enhance program effectiveness. Moreover, integrating real-

world scenarios and on-the-job coaching can ensure skill retention and sustained performance improvements.

This dissertation concludes that leadership training is a valuable investment for OTAs, significantly impacting employee engagement, team collaboration, employee performance, and customer service efficiency. While the findings demonstrate the overall success of leadership development initiatives, addressing identified gaps through tailored and context-specific approaches will further enhance their effectiveness. These insights offer a foundation for OTAs to optimize their training programs, ensuring long-term organizational success in a competitive and rapidly evolving industry.

## **6.2 Implications**

This dissertation reveals how leadership training programs can transform the performance of Online Travel Agencies (OTAs). The findings are crucial for the OTA industry, leadership practices, and development. Here are the main points:

- For OTAs and Service Industries

1. **Boosted Employee Engagement:** Practical leadership training aligned with employee roles can significantly enhance motivation, job satisfaction, and loyalty. OTAs should create targeted leadership programs to cultivate a more engaged workforce, directly improving customer service and overall performance.

2. **Enhanced Customer Service:** Training that develops skills like problem-solving and communication increases customer satisfaction and loyalty. OTAs should prioritize leadership training as a key strategy to strengthen client relationships and enhance their competitive edge.

3. **Improved Team Collaboration:** Leadership training builds trust, unity, and conflict resolution among team members, leading to a better work environment. OTAs

can introduce role-specific training tailored to their culture to improve team dynamics and achieve better results.

4. Greater Operational Efficiency: Leadership training reduces errors and boosts work quality by enhancing productivity. OTAs should include real-world simulations and ongoing support in their training to meet the diverse needs of employees at all levels.

- For Leadership Development Programs:

1. Tailored Training: The differences in training results stress the need for customization. Programs should cater to various employee needs and roles to maximize effectiveness, especially for customer-facing and operational teams.

2. Focus on Long-Term Benefits: While immediate improvements are important, lasting results require regular follow-ups. Leadership programs should include evaluations and coaching to maintain engagement and skill application over time.

3. Balancing Outcomes: Leadership training should drive measurable results, like productivity, and improve employee morale and motivation. Program designs must include both tangible and intangible benefits for comprehensive employee development.

- For Strategic Decision-Making:

1. Justifying ROI for Training: This study shows a strong return on investment (ROI) from leadership training through improved metrics. OTAs can use this data to make wise decisions about resource allocation and demonstrate value to stakeholders.

2. Guiding Policy and Strategy: Insights from this research can help shape HR policies and strategic initiatives that emphasize leadership growth. OTAs can align these efforts with long-term success by integrating training into broader organizational goals.

- For Future Research and Practices:

1. Comparing Across Industries: The findings offer a solid framework to understand leadership training's impact. Researchers and practitioners should apply this framework to other service industries to uncover more insights and best practices.

2. Using Technology: With digital transformation on the rise, integrating AI-driven and hybrid training models can make programs more scalable and accessible. OTAs and researchers should explore these models to innovate leadership training.

3. Adapting to Global Cultures: The study identified variations in training outcomes based on region. Future work should focus on creating culturally adaptable leadership training to ensure effectiveness across different areas and organizations.

This dissertation emphasizes the critical role of leadership training in driving employee engagement, performance, and customer satisfaction in OTAs. Organizations can develop a strong, high-performing workforce by addressing the gaps and utilizing the suggested strategies. This helps the OTA industry thrive in a competitive market and enriches our understanding of leadership development in service-oriented environments.

### **6.3 Recommendations for Future Research**

This dissertation provides valuable insights into the impact of leadership training programs within Online Travel Agencies (OTAs), but it also highlights several areas for further exploration. Future research should consider expanding its scope across various industries, such as healthcare, retail, and financial services, to identify universal and industry-specific training outcomes. Additionally, investigating the effects of leadership training in small-scale startups and large multinational corporations could uncover insights unique to their operational contexts. Longitudinal studies are recommended to assess the sustained effectiveness of leadership training, with follow-ups at six-month, one-year, and two-year intervals to examine skill retention, application, and influence on employees' career progression.

Regional and cultural variations also present an area for deeper analysis. Future studies could explore how regional disparities and cultural differences influence training outcomes, ensuring tailored approaches for global and culturally diverse workforces. Furthermore, with the growing reliance on technology, there is an opportunity to analyze the effectiveness of digital and hybrid training models, including the integration of generative AI for personalized learning and real-time coaching.

To complement the quantitative data, future research could focus on intangible outcomes of leadership training, such as improvements in emotional intelligence, resilience, adaptability, and employee well-being. The impact of role-specific and level-specific training on employees from different functional areas and leadership hierarchies also warrants attention. Refining methodologies for calculating tangible and intangible returns on investment (ROI) and conducting cost-benefit analyses could provide organizations with more actionable insights into the financial value of their training initiatives.

Incorporating qualitative perspectives through in-depth interviews, focus groups, and organizational case studies would enrich our understanding of how leadership training programs are designed, implemented, and evaluated. Studies focusing on peer-to-peer mentoring, collaborative learning modules, and leadership networks could further enhance the practical applications of training. Lastly, comparative analyses of various training delivery methods, including in-person, virtual, and blended approaches, alongside an assessment of trainer expertise, help identify the most effective strategies for leadership development.

By addressing these areas, future research can build upon the findings of this dissertation, contributing to a more comprehensive understanding of leadership training's impact across diverse organizational contexts. These efforts would ensure the relevance,

effectiveness, and adaptability of leadership development programs in an ever-evolving business landscape.

#### **6.4 Conclusion**

This dissertation explored the effectiveness of leadership training programs within Online Travel Agencies (OTAs), emphasizing their impact on employee engagement, team collaboration, performance, and customer service efficiency. The findings underscore the critical role of leadership development in driving organizational success in a competitive and dynamic industry.

The study demonstrates that leadership training significantly improves key organizational metrics, fostering a more engaged workforce, enhancing team dynamics, and delivering better customer service outcomes. Leadership training was shown to:

**Enhance Employee Engagement:** Employees reported increased motivation, more substantial alignment with organizational goals, and higher job satisfaction. These factors contribute to a committed and productive workforce essential for sustaining competitive advantage.

**Strengthen Team Collaboration and Communication:** Training programs improved team cohesion, trust, and conflict resolution skills, which are vital for fostering collaboration in fast-paced environments.

**Boost Employee Performance:** Leadership training led to notable improvements in productivity, task efficiency, and work quality, with reduced error rates demonstrating enhanced operational effectiveness.

**Improve Customer Service Efficiency:** Employees became more responsive to customer needs, increasing satisfaction and loyalty, ultimately translating to long-term business growth.

- Addressing Gaps and Challenges



While the findings affirm the positive impact of leadership training, the prevalence of neutral responses (ranging from 19% to 37% across metrics) highlights areas for improvement. These include:

**Relevance and Customization:** Tailored training modules addressing specific job roles, team dynamics, and cultural contexts are critical to ensuring training resonates with participants and maximizes engagement.

**Practical Applications:** Incorporating real-world scenarios, industry-specific case studies, and on-the-job coaching can enhance the applicability of training content and bridge the gap between theoretical learning and practical implementation.

**Sustained Engagement:** Longitudinal assessments, reinforcement mechanisms, and continuous feedback loops are essential for maintaining the initial positive momentum from training programs.

The research provides actionable insights for OTAs to optimize their leadership training programs. By addressing the identified gaps, OTAs can build a more engaged workforce, foster stronger team dynamics, and improve customer-facing operations. This will enhance organizational performance and create a culture of continuous improvement and innovation.

Longitudinal studies to assess the sustained impact of leadership training over time. Exploring the role of digital and hybrid training models in enhancing program effectiveness. Cross-industry comparisons to understand how leadership training outcomes vary across sectors.

Leadership training is a strategic investment that drives organizational performance and resilience in an increasingly competitive OTA landscape. By refining training programs through customization, practical applications, and follow-up mechanisms, OTAs can harness the full potential of their leadership development

initiatives. This research contributes to the broader understanding of leadership's role in organizational success. It provides a foundation for further advancements in training strategies, ensuring sustainable growth and long-term competitiveness in the OTA industry.

## APPENDIX A

### SURVEY COVER LETTER

## Leadership Training Effectiveness in OTAs

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### Instructions

Please read each statement carefully and indicate how strongly you agree or disagree with it. Use the following scale for all questions:

- **1** = Strongly Disagree
  - **2** = Disagree
  - **3** = Neutral
  - **4** = Agree
  - **5** = Strongly Agree
- 

### Section 1: Demographic Information

#### 1. Job Role

- What is your current job role?
  - Options: Manager, Team Lead, HR Professional, Senior Executive, Other (please specify)

#### 2. Years of Experience in the Travel Industry

- How many years have you worked in the travel industry?
  - Options: Less than 1 year, 1-3 years, 4-10 years, 11-20 years, More than 20 years

#### 3. Involvement in Leadership Development Programs

- How involved are you in leadership development initiatives within your company?
  - Options: Very involved, Moderately involved, Somewhat involved, Not involved

#### 4. Company Size

- What is the size of your company?
  - Options: 1-50 employees, 51-200 employees, 201-500 employees, 501-1,000 employees, Over 1,000 employees

#### 5. Geographic Region

- In which geographic region does your company primarily operate?
  - Options: North America, Europe, Asia-Pacific, Middle East & Africa, South America, Other (please specify)

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## **Section 2: Change in Employee Engagement Levels Post-Leadership Training**

1. The leadership training I received was relevant to my job role. [1 2 3 4 5]
2. Leadership training has increased my motivation to perform well in my role. [1 2 3 4 5]
3. I feel more committed to the company's goals after receiving leadership training. [1 2 3 4 5]
4. Leadership training has positively affected my overall job satisfaction. [1 2 3 4 5]
5. The training has made me feel more supported and engaged in my work. [1 2 3 4 5]
6. The Leadership training I receive makes it easier for me to do my day to day job. [1 2 3 4 5]

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## **Section 3: Effect of Leadership Training on Team Collaboration and Communication**

1. Leadership training has improved collaboration within our teams. [1 2 3 4 5]
2. Communication within my team has become more effective following leadership training. [1 2 3 4 5]
3. Leadership training has improved our team's ability to resolve conflicts effectively. [1 2 3 4 5]
4. Leadership training has helped build trust among team members. [1 2 3 4 5]
5. Our team works more cohesively as a result of leadership training. [1 2 3 4 5]
6. The leadership training has positively influenced the team's morale. [1 2 3 4 5]

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## **Section 4: Impact of Leadership Training on Employee Performance Metrics**

1. Leadership training has led to measurable improvements in my productivity. [1 2 3 4 5]
2. I am able to complete my tasks more efficiently as a result of leadership training. [1 2 3 4 5]
3. I am better able to meet performance expectations after receiving leadership training. [1 2 3 4 5]
4. The quality of my work has improved due to leadership training. [1 2 3 4 5]

5. Leadership training has helped reduce the number of errors I make in my work. [1 2 3 4 5]

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## **Section 5: Relationship Between Leadership Training and Customer Service Efficiency**

1. Leadership training has improved the quality of our customer service. [1 2 3 4 5]
2. Our team is more responsive to customer needs after receiving leadership training. [1 2 3 4 5]
3. Customer satisfaction has increased as a result of improved leadership skills. [1 2 3 4 5]
4. Leadership training has enhanced our ability to solve customer problems effectively. [1 2 3 4 5]
5. We have observed an increase in customer loyalty due to improved leadership within our company. [1 2 3 4 5]

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