A Multivariate Analysis of the Efficacy of Management Development Programs Conducted in Luxury Hotels of Bangladesh

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Abstract

Management Development Program (MDP) has not been a serious focus in hotel industry in many countries despite their emphasis on skilled management in tourism and hospitality sector. This study aims to explore the effectiveness of the MDP in Bangladesh where tourism is a major source of employment. Data were collected from the mid-level managers of 36 star-rated luxury residential hotels. Exploratory Factor Analysis was used to identify the most effective determinants of MDP and to rank them based on their loading values. Four factors of MDP namely Organizational Development, Leadership Development, Individual Motivation, and People Management were revealed. MDP of the sample hotels were found very effective in developing self-management ability and rising moral of the employees. However, improvement of innovation and creative skills is suggested through promoting a collaborative culture. Research work on MDP is not very common in the residential hotel industry and is also rare in the tourism context of the developing country Bangladesh. This paper helps to fill the gap.

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Keywords

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Introduction

Management Development Programs (MDP) is a human resource development intervention that helps an enterprise in attaining its business goals through people (Humphreys, 2001) and obtaining different managerial and leadership skills (Brownell & Chung, 2001). It is an effective tool to gain a competitive advantage and facilitate organizational development. The momentum of a learning organization is highly endorsed by an effective management development practice (Huda, Karim, & Hussain, 2020).

MDP is a tailored competency development program that promotes a dynamic and productive corporate culture and stimulates the development of organizational core competency (Terrion, 2006). MDP is also a strong determinant of the sustainability of this economically important industry (Nee, 2011). While employee development through training is a part and parcel of the hospitality sector (Malik, 2018), MDP fosters competency-based professional development programs to be competitive in the global market (OECD, 2012; Brownell & Chung, 2001). Regular training programs help the management identify talented employees (Leonard, 2019). The initiative of a training and development program should be maintained through adequate investment in employee learning initiatives (Cho & Kang, 2006; Hazra, Ghosh &Sengupta, 2017). Such an employee development program must facilitate the hoteliers' capacity to adjust to the changing environment, develop their competency to be globally competitive, develop a creative

capability, and be efficient in providing quality service to the guests (Mohanty, Mishra &Mohanty, 2020).

Prasanth (2015) has stated the importance of training need assessment to get the insight of employee development requirements in the hospitality industry and such development programs must facilitate professionalism among the hospitality employees. Ho (2012) emphasized hospitality leadership development initiatives through MDP. Hazra et al. (2017) had conducted empirical research on the importance of employee training in the Indian hospitality industry and explored two major aspects, i.e., self-development and organizational commitment. Modern MDP should include attitudinal training for employees to develop the capacity to build human relations (Lam & Xiao, 2000). MDP is an institutionalized employee development initiative that ensures the sustainable growth of an organization like residential hotels. Therefore, a detailed study can measure the effectiveness of MDP to enrich its managerial implication which is the main objective of this research.

Rationale and Objective

The world tourism and hospitality industry are on a hike of growth and it is predicted to be more sustainable than the oil and automobile industries (Shalini&Duggal, 2015). The industry has kept the wheel of the global economy in motion and supports social development by generating employment for the people of different spectrums (Yeoman& McMahon-Beatte, 2016). Bangladesh is a new wonder of socioeconomic development and tourism and hospitality have immense potentials to grow like the readymade garments (RMG) sector as a source of foreign earnings (Huda, Haque&Jahan, 2012). It can highly contribute to GDP as all the spectrums of this sector have an enormous potential for sustainable growth (Das & Chakraborty, 2012). According

to the latest official figures of the year 2017, its current contribution to GDP is 2.2% which is around 427.5 billion BDT. There is a possibility of hosting 5.7 billion tourists by the year 2023 but the COVID-19 pandemic could be a deterring factor in this regard.

The tourism and hospitality sector significantly contributes to generating employment from managerial to worker level and has created 1,178,500 jobs in the year 2017. This figure represents 1.8% of the total job market and may increase up to 3.2% (3,114,000 jobs) by the year 2020. According to Hasan (2018), the export potential of this industry may rise to 15.5 billion BDT by the year 2024. However, the uniqueness of this sector is mostly dependent on the growth of the hospitality industry (Zahra, 2012) and gastronomic tourism is the most vital factor of tourism export (Das & Chakraborty, 2012). According to Huda, Haque and Khan (2014), the key to the success of this economically valuable sector is superior human resource management and development.

Research work on MDP of the Bangladeshi hospitality industry is rare in the existing literature. Therefore, this study will endeavor to meet the research gap and will conduct an empirical investigation to measure the effectiveness of MDP conducted in the selected luxury hotels in Bangladesh. The effectiveness of hospitality MDP could be apprised through the contribution of the soft skill and leadership development by the employees and the degree of value addition to the productivity and profitability of the hospitality organizations like residential hotels. Therefore, the purpose of the study is to measure the effectiveness of MDP based on the degree of the learning experience of management employees of luxury residential hotels operating in Bangladesh, which may enrich the quality of the program and facilitates the human resource development of the hospitality industry as well.

Literature Review

Definition and Importance of MDP

Commonly, the organizations conduct MDP to sharpen the managerial prudence of the employees who are in decision-making positions (Huda et al., 2020). A management development program is conducted to improve the managerial performance of an employee applying a well-structured learning process and prepare them to undertake future responsibilities (Mumford & Gold, 2004). It is an effective organizational development program (McGurk, 2008) that allows managerial prudence and keeps the human resources ready to encounter the challenges of change (Juhdi et al., 2015). According to McGurk (2008), Perin et al. (2009), Islam and Islam (2018) and many more, the main aspect of an MDP is the development future leadership, facilitating to acquire self-management techniques, and the spirit of teamwork among the management employees of an organization. MDP fosters the career development of an individual employee (Mangan & Christopher, 2005) and facilitates the succession planning of an organization by creating a team of potential leaders (Khan, 2002).

Hence, the modern organization goes far ahead of the concept of individual career development and emphasizes total organizational performance development (Enga, 2017) which is designed to gain competitive advantage (Mabey & Thompson, 2000). D'Netto et al. (2008) had researched a number of companies based in Australia and found that they strictly align MDP with organizational talent management programs. According to Ballou, Bowers, Boyatzis and Kolb (1999), it facilitates a continuous learning environment for the employees ensures higher productivity and profitability for the organization. It also facilitates behavioral development, promotes a positive attitude, and brings harmony to the organizational culture (Huda et al., 2020).

Syed-Ikhsan and Rowland (2004) emphasized an efficient knowledge management aspect to get the best results from MDP. However, the development of on-the-job performance (Austin et al., 2006; Nuraini et al., 2015) and shift in social behavior (Wright, Szeto & Cheng, 2002) should be the main aim of the MDP. It helps in rising per employee productivity and profitability (Linman, 2011).

The effectiveness of an MDP is measured by the attainment of individual development of an employee witch impacts the organizational performance (Brown & McCracken, 2010). The management employees must develop several managerial competencies and leadership qualities through this program. The main outcome of an MDP is obtaining some technical and soft skills by the management employees and the success of the program depends upon the degree of learning and development. According to Adams and Waddle (2002), the effectiveness of MDP in the hospitality industry could be evaluated based on the value of soft factors of the employee learning experience and its contribution to the bottom line of the organization.

Methods of MDP

According to Becker and Bish (2017), most of the MDPs are conducted in a form of internal employee training programs using different techniques including business games, role-playing, and case studies. Popular instructional techniques like job-rotation, action learning, behavior modeling, and seminars are useful to facilitate job-oriented learning (Hirsh, Pollard, &Tamkin, 2000; Juhdi et al., 2015). MDP also includes different self-management interventions like coaching and counseling (Hirsh et al., 2000). Hence, mentorship provides intensive guidance to the potential managers to navigate them to attain the mission of the enterprise (Banerjee-Batist & Reio, 2016). Humphreys (2001), and Brownell and Chung (2001) had recommended the upgrading of professional certifications and university diploma courses.

However, all programs should be friendly to adult learners (Ballou et al., 1999) and periodical training needs analysis (TNA) of all the learning programs should be practiced with due diligence (Terrion, 2006). Lau and McLean (2013) had researched Malaysian companies and observed that they are facing challenges in attaining the intended outcome of the program. They have suggested designing the MDP following the adult learning method to make it effective. According to Pedler, Burgoyne, and Boydell (1994) informal learning methods and flexible learning environments could facilitate the self-development of the senior executives as they remain preoccupied with their business assignments. Gosling and Mintzberg (2004) had recommended that organizations should nominate the senior executives for an advanced certification program in prominent business schools to develop their decision-making skills and such programs must foster practical management education rather than theoretical leanings.

Juhdi et al. (2015) focused on the assessment of leanings and recommended taking the assistance of external assessment centers for effective evaluation. Though Kirkpatrick method of the evaluation of training programs is commonly used across organizations (MacVarish et al., 2018; Khan, 2002), the modern 360-degree feedback method could be an effective tool to evaluate the overall performance of an MDP (Tyson & Ward, 2004; McCarthy & Garavan, 2007).

Different Dimensions of MDP

According to Khan (2002), a well-structured MDP facilitates modern-day executives to acquire skills in decision making, problem-solving, conflict management, global competition management, and internationally benchmarked practices. It also helps in obtaining different managerial skills (Oppong, 2017; Papulová, & Mokros, 2007) and orients them with a collaborative management style (McGurk, 2008). It enriches communication skills, develops the capacity to manage interpersonal relationships, facilitates the spirit of teamwork, and nurses a

culture of creativity and innovation (Hutton, 2015). Millennial organizations encounter intensive competition and these organizations demand consummate leaders to minimize the stress of competition. Therefore, an MDP must transform the "manager" into an empowering "leader" (McGurk, 2008) with the spirit of empowering the followers (McGurk, 2008; Robert Jr & Shipper, 1998). Thus, a leadership development program is the principal objective of MDP which is facilitated through a comprehensive intervention of people's management skills (Glezos, 2003) and effective decision-making skills (Mintzberg, 2004; Khan, 2002). Lipman (2014) had stated that an effective MDP equips a manager to discipline the organization and develops the competency to manage unruly people in the organization.

The MDP should address organizational development aspects of an organization (Huda et al., 2020) and developing a strong spirit of commitment among employees (McGurk, 2008), and instilling a very high sense of professionalism is important to propel organizational growth (MacVarish et al., 2018). It creates a platform to utilize knowledge gained through different training programs (D'Netto et al., 2008) and facilitates the ability of an innovation skill that prepares them to encounter the challenges of the rapidly shifting business environment (Tamkin et al., 2003). The culture of teamwork encourages the attitude of risk-taking and increases the magnitude of collaborative learning among management employees (Mattson, 2015). And for many, the MDP should equip the employees to combat job stress and assist in developing a strong workforce (Meola, 2016; Livingston, 2016; Tetrick & Winslow, 2015).

Research Gap

A good number of MDP research is noteworthy (Nuraini et al., 2015; MacVarish et al., 2018; Lau & McLean, 2013) who had made their contributions in different sectors like telecommunication, aviation, and public health mostly in the developed countries including the USA, China, and

Malaysia. Some of the studies like Brownell and Chung (2001) has been done on hospitality industry but are outdated. Some MDP studies (Islam & Islam, 2018; Huda et al., 2020) are recent, but those are about MDP of Bangladeshi RMGs. Thus, MDP regarding the residential hotel industry is rare. Considering the limitations of the existing researches, this study intends to measure the effectiveness of MDP conducted in Bangladeshi luxury residential hotels which may enrich the quality of the program and facilitate the human resource development of this industry as well.

Methodology

The authors have gone through numerous published sources mostly journals, reports, policy guideline papers, and newspaper articles to explore as many determinants of successful MDP as possible irrespective of the country of study. Through an extensive literature review, the authors accumulated 23 variables relevant to MDP (Table 1). These variables were shared with an expert panel consisting of four top-level managers working in hotels having long experience in the hospitality sector. The panel member had checked the practicability of the initially sorted variables in the light of Bangladeshi hotel management context and culture and suggested retaining all. The experts had suggested using a 6-point Likert-type scale to take the opinion of the respondents. The questionnaire contains demographic information i.e. gender, age, address, and year of experience.

The instrument was built on 23 variables of MDP and responses were scaled on a 6-point Likert scale (6 = 'Strongly agree' and 1 = 'Strongly disagree'). The language of the questionnaire was English. An open-ended question was also asked to get qualitative responses from the respondents and later used for managerial implications. Mostly the mid-level managers of different sections of the hotels were randomly selected as they have vast work experience (08-12 years) in

the industry and participated in a sufficient number of MDPs organized by the organization. Respondents were chosen considering that they fulfilled the screening criteria.

A total of 135 questionnaires were distributed among the potential respondents for data collection. A few questionnaires were discarded due to different types of errors like missing responses or ticked multiple options. In the end, 128 responses from 36 hotels were finalized and prepared for analysis. Finally, we have collected 128 responses from 36 different hotels on 23 variables and maintained a 1:5 data to response ratio following Stevens (1996), and Bentler and Chou (1987). As the survey was conducted on management employees, collecting large-scale data of those positions was hard due to the scarcity of management staff. Therefore, the researchers considered a 1:5 data ratio. The respondents were chosen from luxury hotels having a minimum of three-star status as they had a practice of employee development through MDP.

The researchers applied Factor Analysis through SPSS-20 software. EFA was used to identify the most effective determinants of MDP and to rank them based on their loading values (greater than 0.50). Hence, a higher loading value signifies the higher degree of effectiveness of the MDP variables and vice versa. The questionnaire contains statements related to different variables of MDP, that is, to what degree they have improved their problem-solving skill; whether they have developed the self-management capacity through MDP; whether the program has raised their morale and commitment to the organization; how the program facilitates teamwork; and on what degree they have obtained the ability to manage job stress. About 36 luxury hotels were chosen from Dhaka, Chattogram, and Coxbazar City, and the survey was carried out from January to March, 2020.

Table 1. Summary of Different Determinants of MDP

Sl.	Determinants	Code	Reference
1	Improves problem-solving skills	X_1	Khan (2002)
2	Develops expertise to ascertain global competition	X_2	Oppong (2017)
3	Teaches the art of conflict management	X_3	Islam and Islam (2018)
4	Sharpens managerial competency	X_4	Oppong (2017)
5	Excels interpersonal communication skill	X_5	Hutton (2015)
6	Develops the art of effective collaboration	X_6	McGurk (2008)
7	Raises the confidence to manage human resources	X_7	Glezos (2003)
8	Builds the habit of delegation	X_8	Robert JrandShipper (1998)
9	Develops the mindset of empowerment	X_9	McGurk (2008)
10	Facilitates mentoring abilities	X_{10}	Banerjee-BatistandReio (2016)
11	Gaines self-management ability	X_{11}	Hirsh et al. (2000)
12	Forge effective decision-making	X_{12}	Mintzberg (2004)
13	Develops professionalism	X_{13}	MacVarish et al. (2018)
14	Builds confidence to undertake a new task	X_{14}	Glezos (2003)
15	Foster opportunity to exploit individual skills	X_{15}	D'Netto et al. (2008)
16	Trains to cultivate an innovative culture	X_{16}	Tamkin et al. (2003)
17	Hoists employee commitment	X_{17}	Ahmad and Bakar (2003)

18	Raises morale	X_{18}	Tamkin et al. (2003)
19	Improves interpersonal relationship	X_{19}	Tamkin et al. (2003)
20	Trains to nurses a culture of teamwork	X_{20}	Perin et al. (2009)
21	Trains to manage work pressure	X_{21}	Livingston (2016)
22	Teaches to combat job stress	X_{22}	Tetrickand Winslow (2015)
23	Builds a strong workforce	X_{23}	Meola (2016)

Source: Literature Review

Data Analysis and Findings

In this study, EFA was used for identifying the most essential determinants of MDP conducted in luxury hotels (Table 2). This analysis describes the variability amid observed and correlated variables in terms of a potentially lower number of unobserved variables.

The normality of data was checked using Kurtosis and Skewness test and for this data set, the values were 2.21 and 0.39 respectively. Principal Component Analysis through VARIMAX was used mainly on twenty-three (23) explored variables which are presented in Table 1. KMO value is 0.705 which is projecting a commendable degree of sample adequacy. The results of this study are also projecting a satisfactory value of Total Variance Explained (TVE) which is 72%. According to Hair et al. (2016) and Malhotra and Dash (2016), a TVE value above 50% is acceptable if the sample size is small.

Table 2. Factor Summary of MDP Variables with Values

MDP Factor	Variables	Loading Value	Communality Value	Rank based on loadings	Percentage of Variation Explained
F1Organizational Development	X_2Expertise in global competition X_1Improve problem-solving skill X_6 Art of effective collaboration X_{13}Develops professionalism	.712 .582 .580 .645	.76 .65 .81 .86	5th 13th 14th 10th	32.354
F2 Leadership Development	X_3 Art of conflictmanagement X_5 Interpersonal communication X_9 Mindset of empowerment X_{11}Self-management ability X_{16}Cultivates an innovative culture	.528 .661 .525 .926 .621	.60 .87 .73 .90 .70	16th 7th 17th 1st 12th	10.867
F3 Individual Motivation	X_{17} Hoist commitment X_{18} Raises Morale X_{19} Interpersonal relationship	.816 .871 .648	.86 .89 .88	4th 2nd 9th	10.764

	X_{21} Manage work-pressure	.636	.83	11th	
F4 People Management	X_7 Confidence to manage HR X_8 Attitude of delegation X_{10}Mentoring ability X_{14}Undertake new task X_{22}Combat Job Stress	.524 .658 .565 .679 .866	.66 .70 .80 .58 .91	18th 8th 15th 6th 3rd	8.815

Source: The authors

The outcomes of the rotated factor matrix demonstrate that 23 variables of MDP collectively explain more than 67% of the total variation. A strict decision was taken considering the recommendation of Hair et al. (2016) to reject the variables with a loading value smaller than 0.50 and also the cross-loaded one. However, the commonality values of each variable were checked. Five variables explicitly X_4 sharpens managerial competency, X_{12} forge effective decision-making, X_{15} foster opportunity to exploit individual skills, X_{20} nurses a culture of teamwork and X_{23} builds a strong workforce were excluded at the first phase EFA, as the loading and communality values were found at a marginal level. This finding predicts that the variables are not much effective concerning the MDP of the luxury hotels or the respondents may have correlated these variables with other variables.

The remaining 18 variables were grouped into four (4) broad dimensions. The factor loading and communality value of the study are found significant which means that these determinants are effective in achieving the outcome of MDP. All four factors and their eigenvalue and the percentage of variation explained are also found significant which are tabulated in Table 2. The statistical fact of this study had identified four new dimensions of MDP coded as F1, F2,

F3, and F4 (Table 2). Factor 1 is titled "Organizational Development" which includes the variables namely, X_2 Expertise on global competition, X_1 Improve problem-solving skill, X_6 Art of effective collaboration and X_{13} Develops professionalism. Hence, the Eigenvalue (5.433) and the percentage of variation explained (32.354) demonstrates a high degree of effectiveness of MDP. Factor 2 is named "Leadership Development" and this factor had clustered five variables X_3 Art of conflict management, X_5 Interpersonal communication, X_9 Mindset of empowerment, X_{11} Self-management ability, and X_{16} Cultivates innovative culture. The eigenvalue (1.825) and percent of variation explained (10.867%) are also satisfactory.

Factor 3 is labeled as "Individual Motivation" and clusters four variables, namely X_{17} Hoist commitment, X_{18} Raises Morale, X_{19} Interpersonal relationship, and X_{21} Manage work-pressure. The eigenvalue (1.808) and percent of variation explained (10.764%) are also found in an acceptable range. Factor 4 is denoted as "People Management" and had clustered the variables namelyX_7 Confidence to manage HR, X_8 Attitude of delegation, X_{10} Mentoring ability, X_{14} Undertake new task, and X_{22} Combat Job Stress. This factor carries the lowest eigenvalue (1.480) and percentage of variation explained (8.815%) which are at a tolerable range.

Discussion and Managerial Implication

This study projects a comprehensive picture of the effectiveness of MDP conducted in the luxury residential hotels of Bangladesh. After analyzing the results of EFA, four factors of MDP, and the degree of effectiveness of 18 relevant determinants are revealed. The loading values of all the determinants were found at an acceptable range for being greater than the cut-off value (0.50) of which four variables were found highly effective with the loading value greater than 0.80. The Organizational Development Factor (F1) shows a high degree of effectiveness as it exhibits the

maximum value of the percentage of variation explained tallying with other factors. In contrast, the loading value of these variables in this factor is comparatively lower than the others. The loading value (.712) of the variable X_2 expertise on global competition is ranked in the 5^{th} position. It means the hoteliers are developing their aptitude to meet the global challenges.

However, the rest of the three variables namely X_1 Improve problem-solving skill (.582), X_6 art of effective collaboration (.580) and X_{13} develop professionalism (.645) contains very marginal loading value and ranked in 13^{th}, 14^{th}, and 10^{th} positions respectively. It means the degree of effectiveness of these variables is low independently but it could make some difference collectively as the percentage of variation explained is the highest amongst all the factors (32.354). Leadership Development Factor (F2) contains five determinants of MDP and the variable X_{11} self-management ability holds the highest loading value (.926) and ranked in 1^{st} position. The result indicates a higher degree of effectiveness in developing management employees with self-managing capacity. According to the opinion of the experts, most of the hoteliers had to shoulder individual responsibility in their work and for that reason, the management emphasis on grooming them with self-help capacity, and the respondents are also sensing the same confidence.

Hence, it is also surprising that the rest of the four variables of this factor including X_3 art of conflict management (.528), X_5 interpersonal communication (.661), X_9 mindset of empowerment (.525) and X_{16} cultivates innovative culture (.621) are carrying comparatively low loading and are ranked 16^{th}, 7^{th}, 17^{th}, and 12^{th} respectively. According to the experts, curriculums of the MDP programs are very traditional in Bangladesh and the program mostly focuses on technical skills, not soft skills. Two variables of Individual Motivation factor X_{18} Raises Morale (.871) and X_{17} Hoist commitment (.816) are showing a very commendable degree of effectiveness with higher loading value and these variables are ranked 2^{nd} and 4^{th} respectively. The result is very

predictable in today's Bangladeshi corporate culture as the management uses a training program as a tool to boost the morale and commitment of the employees and most of the employees connect MDP with career development opportunities and naturally feels satisfied if the learning opportunities are sponsored by the organization.

This finding matches the studies made by Ocen, Francis and Angundaru (2017); Atharand Shah (2015) as they had claimed the correlation between employee motivation and commitment to employee training. The rest of the variables of factor 3, i.e., X_{19} Interpersonal relationship (.648) and X_{21} Manage work-pressure (.636) are exposed with comparatively moderate loading values are ranked in 9^{th} and 11^{th} position consecutively. The result predicts that MDP programs are somewhat effective in developing interpersonal relationships among the employees and the hoteliers can manage work pressure. This result contradicts the study made by Huda, Haque and Khan (2020) where their argued that hoteliers are under tremendous work overload and there is an existence of conflict among them.

People Management Factor (F4) contains five variables and out of which X_{22} Combat Job Stress variable has the highest value amongst them with a loading value .866 and ranked in 3^{rd} position. It means that the MDP program of the sample hotels is highly effective in making their management employees capable of managing job stress. However, these results also contradict the earlier research findings of Anbazhagan, Rajan and Ravichandran (2013) and Benita (2017), where they had exposed that job of a hotelier is highly stressful and such stresses are unmanageable. The rest of the variables grouped in factor 4 are X_7 Confidence to manage HR (.524), X_8 Attitude of delegation (.658), X_{10} mentoring ability (.565), and X_{14} Undertake new task (.679), and their loadings are at an acceptable level and ranked in 18^{th}, 8^{th},15^{th}, and 6^{th} position successively.

This study has revealed different facets of MDP related to the residential hotel industry of Bangladesh. It is clear from the study that the MDP is highly effective in developing self-management ability of the employee; the program raises the morale of them; made them capable to combat job stress; to hoist commitment towards organization and developing expertise of the employees to realize global competition and act upon that. Top management of the residential hotels should maintain these areas of strength of the MDP. However, the program is somewhat effective to develop their management employees in undertaking new tasks and assignment; their interpersonal communication skill is improved; they have developed their attitude towards delegating responsibility and authority, and the program has facilitated to develop professionalism among them. MDP of luxury hotels should conduct leadership development programs regularly to improve the aforementioned skills and competencies. Watson (2008) also suggested the same intervention in his research.

Hence, the MDP of the sample luxury residential hotels needs improvement to train their management employees managing work pressure; to equip them cultivating a culture of innovation and creativity, improving problem-solving skills; collaboration skills; developing mentoring capacity; conflict management skills; the attitude of empowering the subordinates and confidence of people management. The management of residential hotels should promote a positive corporate culture through MDP and include people management skill development and innovation management program in their training curriculum. MDP of the sample hotels has partially failed to train their employees on effective teamwork. Hence, it is also evident from research by Abdullah, Boyle and Joham (2011) that the culture of teamwork is very rare in the local companies; as a result, the practice of teamwork does not prevail. Even the employees are trained to work as a team.

Conclusion

This research attempted to measure the effectiveness of MDP of selected star-rated luxury residential hotels located in the major cities and tourist destinations of Bangladesh. The study offers a four-dimensional 18 item model that can capture different aspects of MDP in luxury hotels. According to the results, the sample residential hotels were found somewhat effective in achieving the overall success of the MDP as most of the loading value of the variables is found at a marginal level. However, the MDP program of the sample hotels is highly effective in developing self-management ability among the staff and they are good at managing job stress. Top management of the hotels should concentrate on improving the MDP curriculum considering the results of this study and should emphasize on soft skill development of the management employees specifically in the area of leadership development and organizational development factor of MDP.

The effectiveness of an MDP is an area of strength for every company to gain and sustain a competitive advantage in the global economy. It could be used as a game-changer to meet the challenge of the fourth industrial revolution and the turbulent situation created by the COVID-19 pandemic. The survival of this human resource-intensive service industry demands efficient and innovative utilization of human potentials which could be facilitated by an effective MDP and aid to foster the growing economy of Bangladesh. However, to reach an ultimate conclusion to the effectiveness of MDP of the hotel industries of Bangladesh, researchers may extend this study a little further in terms of inclusion of other cities, countries, and larger samples.

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