

Impact of Effective Training on Employee Performance in Hotel Establishments

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Abstract

The new developments in our Contemporary world bring out new terms of management science in all aspects. This is as a result of the complexity of work and the connection between its aspects, training is one of these terms that has a very important role in organizations development, especially service organization, hotels are the most important of service organizations. Employees are a crucial, but expensive resource, in order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The purpose of this paper is to explore the criteria of effective training in five-star hotels and identify the significant impact of effective training on skills of the hotel staff, performance of the hotel staff, productivity of the hotel staff and cost reduction. The results show that there is a significant impact of effective training on skills of the hotel staff, staff performance, employee productivity and cost reduction. The findings of the paper provide information to hotel management and human resource management to accentuate the importance of training programs by highlight its merits to the hotel's success. For instance, training has shown to have positive results on employee morale, productivity, satisfaction and retention, as well as on service consistency and guest satisfaction.

Keywords: Training skills, training performance, training productivity, cost reduction.

Introduction

The hospitality industry, from which hotels are a main part, is service intensive and consequently relies heavily on its human resources. For a whole hotel to operate smoothly, it needs the involvement of staff of all departments: from the departments directly dealing with guests like Front Office, Housekeeping, Food and Beverages to back-office departments such as Accounting or Engineering (Hayes & Ninemeier, 2009). The human factor is an important resource of hotel organization. The hotel ability in competition depends on the efficiency of employees (Kotler, 2006). Human resource is considered as one of the most significant resources to business organizations (Swanson & Holton, 2001). As societies became more knowledge as the proportion of knowledge workers in business organizations increases, human resources become more critical (Jamrog, 2004). Human resource development (HRD) refers to a planned process for improving organizational performance through training and employee development, career development, and organizational development (Jacobs, 2001).

Training is an essential and inseparable part of the human resources management, especially in this industry. Though an employee once recruited into a specific position is expected to best suit the job description, it is unlikely that he possesses all the skills and knowledge required and immediately becomes fully functioning, regarding the hospitality operations, training acts as a strategic tool to implement the differentiation strategy by creating a team of high quality staff to provide an exceptional level of service and to meet the guests' expectations (Decenzo & Robbins 2007). Training has been shown to improve knowledge and in turn knowledge improves the delivery of hospitality business-related activities (Harris, 2007). Training and development are essential in providing employees with the right skills for their present and future jobs. Therefore, in times of recessions, decreasing the budgets of training programs is a way for companies in all industries to manage and minimize their financial losses. This is especially true in the hotel industry where the industry can be affected a variety of external factors that the hotel management are unable to control (Stafford, Yu & Armoo, 2002). In addition companies may be tempted to cut their training budgets, but they should not however abandon training (Daniels, 2008).

Training in the hospitality industry

Hospitality Concept

The word hospitality is derived from hospice, medieval "house of rest" for travelers and pilgrims. A hospice was also an early form of what we now call a nursing home, and the word is clearly related to hospital. It involves making a guest, client, and resident feel welcome and comfortable (Powers, 1995), (Dittmer and Griffin 1997).

Concept of training

Alexandros and John (2008, p 65) defined training "as the planned intervention that is designed to enhance the determinants of individual job performance".

As well Atif (2009) defined training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees those results in effective performance of the workers. However, he adds one thing more that it (training) extends the production of the organization. Effective training has many desired outcomes. One of these is management quality. Training is considered one of the most important strategies to help managers gain proper knowledge and skills needed to meet potential challenges. (Tannenbaum & Yukl, 1992, Mathieu & Martineau, 1993;). Staff training is the crucial path of motivating employees and increasing productivity in the business. (Ahammad ,2013). Moreover staff training is the key task to help everyone in the company to be more united. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification

and the passion of work, team spirit will be built between employees and management team within the process. (Train, 2009).

Lack of training or poor training brings out high employee turnover and the delivery of substandard products and services. (Ahammad,2013). Training and development programs can also promote teamwork; improve staff attitudes and self-awareness (Conrade et al, 1994). Training has become an increasingly critical area of management for companies to enhance service quality, reduce labor costs, and increase productivity (Enz & Siguaw, 2000). Ely (2009) and Butcher et al (2009) found training to be a competitive edge and lead to better employee retention. Firms undertaking higher levels of training also had a positive attitude that training leads to success. When training programs are reduced, there are consequences that affect employees and companies gradually. For example, in the hotel industry cutbacks can be seen in the following examples: hotel trainer positions are either unfilled or eliminated, budgeted training hours are cutback, new hires covering shifts before they are properly trained, lack of access to training resources (Kennedy, 2009). An indirect consequence of reducing training programs is employee turnover; turnover seems to contribute to a reduction in service quality and a sense of burnout (Hinkin & Tracey, 2000). Another consequence of reducing training programs is morale. Chow et al (2007) found in their study of 46 hotels in San Diego that by providing training and development, the hotels' employee morale, productivity, and satisfaction improved, which in turn can improve managers' morale.

Impact of training on employee skills

Skill is the whole body of knowledge and know-how integrated and mobilized by the individual, depending on his personality and his attitude in an evolutionary context for socialization, uncertain and dynamic to successfully accomplish missions or stains order to satisfy the needs of clients (Chris, 2011).

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Cocke, 2000). Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management.” (Osei et al, 2012). Training, in the most simplistic definition, is an activity that changes people's behavior (McClelland 2002). Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (April, 2010). Skills training that equips employees with the tools to increase customer loyalty is not overhead, a cost, or a frill (Daniels, 2008). To have a successful training leading to skills development, it must respect the following:(Kemal ,2013)

- Clearly define training needs and identify results expected clearly and precisely.
- Develop training such that the employees are active participants in the learning process.
- Be based on the treatment of problems related to the requirements of the job, and demonstration of efficient methods offered by professional training.
- Making with real equipment, real workplace in providing solutions these employees can use to accomplish their real requirements of the job.
- Fostering the learning environment, so that employees feel comfortable and freely express their ideas and ask for help when they need it.

Thus, the researcher hypothesizes the following:

H1: There is a significant impact of effective training on skills of the hotel staff.

Impact of Training on Employee Performance

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan et al, 2012).

The goal of training is to enhance the organization effectiveness and it also demands an influence on employee's performance, as well as in relation to organizational performance which is mediated by means of employee's performance (Shaheen , 2013).

There exists a positive association between training and employee performance. Organizations that are dedicated to generating profits for its owners (shareholders), providing quality service to its customers and beneficiaries, invest in the training of its employees (Evans and Lindsay, 1999). The more highly motivated a trainee, the more quickly and systematically a new skill or knowledge is acquired.

Organization that is dedicated to generating profits for its owners and providing quality service for its customers and beneficiaries usually invest in the training of its employees (Evans and Lindsay, 1999). Training generates benefits for the employee as well as the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (April, 2010). According to Brum (2007) ,training is probably the hardest strategy to improve employee's determination towards the organization performance. Khanfar (2011) views substantiates Brum's (2007) claim regarding employee performance that is provided by training. Akhtar et al. (2011) discovered that training has an optimistic association between motivations along with job engagement involving personnel doing work in organizations. Khan (2011) concluded that

role of the valuable training is to improve the quality of task process that brings improvement in the performance of employees. Muzaffar et al (2012) indicates that, to increase the employee's performance, it is crucial to inspire the employees by means of satisfying the space in between skills necessary and the owned or operated by means of staff through delivering applicable training. Manu (2004) focuses on the importance of skillful workers that is very necessary for the improvement of the organization. AL Damoe (2012) investigated that employees develop their sense of self-confidence, dignity, self-worth as well as wellbeing when they find themselves to be a valuable asset to the organizations. These factors provide them with a sense of satisfaction based on their achieved company goals and continue to encourage them to effort towards the enhancement of the organization to add value in its performance.

According to Aguinis and Kurt (2009) employees' performance as fundamental foundation associated with an organization that employees the knowledge intended for better effectiveness that can be analyzed through the organization performance. Ali and Aroosiya (2010) probed employees' performance very necessary for the organization performance. Hameed and Waheed (2011) outlined employee as a key element of the organization and success or failure of every organization depends on employee performance. Employee performance ultimately affects the organizational performance. High performance organization is the role model for the other organization. Thus, the researcher hypothesizes the following:

H2: There is a significant impact of effective training on performance of the hotel staff.

Impact of Training on employee productivity

Productivity is a relationship between outputs and inputs. It rises when an increase in output occurs with a less than proportionate increase in inputs, or when the same output is produced with fewer inputs (Leiponen, 2005). Training is a process of positive modification with special ways that handles the person's behavior from the vocational or functional aspect. It is important to acquire experiences, knowledge, information, good approach to work, management, manner of behavior, suitable skills and necessary habits. Also, it is important to raise the efficiency of employees and raising the productivity (salim,2014). Aguinis and Kraiger (2009) said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services. In fact, training is important as it is part of the service quality that drives the performance of hotels (Wilkins et al, 2007). Chow et al (2007) found that by providing training and development, the hotels' employee morale, productivity and job satisfaction improved, which in turn can improve managers' morale.

In order to gain the highest productivity from training, there are four important factors (Akin, 2011):

1. The support of management
2. Adequacy of the instructor
3. Cooperation of human resources and training departments
4. Demand and readiness levels of individuals undertaking training.

Thus, the researcher hypothesizes the following:

H3: There is a significant impact of effective training on productivity of the hotel staff.

Impact of Training on cost reduction

Cost reduction can be defined as a systematic effort to improve profit margins by eliminating all forms of waste and unnecessary expense without impairing the generation of revenues (Barbolea et al ,2013).

Interactive training programs can also help to reduce costs without undermining training results (Laff, 2008). The most important impact of training on employees and organization performance is improve the quality and quantity of organization's output, increase in the organization's profitability, safeguarding the organization stability, minimizing the risk, decrease the organization cost and expenses, improving the management of the organization and establishing the organization as national and international entities (Barzegar and Shahroz, 2011).

Training has been linked to improved self-esteem, reduced turnover, better product and service consistency, higher guest satisfaction, reduced business costs, the use of new technology, greater ability to meet the needs of a target market, more qualified employees, increased self-awareness, improved attitude, more teamwork, greater job satisfaction and greater organizational commitment (King ,2009).

Thus, the researcher hypothesizes the following:

H4: There is a significant impact of effective training on cost reduction.

Methodology

Data Collection Instrument

Questionnaires were the main instruments used in gathering data. Open and close ended questions were used. Data was gathered from both primary and secondary sources. Secondary sources of data were from books, the internet, journals (Golfshani, 2003).

The questionnaire is used in this study, and it was divided into three parts and the closed format questions that have already predetermined responses were used in the questionnaire. A copy of the questionnaire can be found in the Appendix. The first section was the socio-demographic questions that aim to know the basic information of these respondents, such as their gender, age, education, and Years of experience and hotel department. The second section of

the questionnaire focused on background information such as training programs for the last twelve months, Training methods, Time of training, place of training and responsible for determining the training needs assessment. The third section of questions was used to measure the relationships among the variables of the study which are the determinants of effective training programs. This section comprised a series of Likert scale (1-5 disagree/agree) statements adopted from extant studies. The final form includes 64 items used to measure the ten constructs. The ten constructs are 'training needs assessment' (measured by 5 items); 'designing the training programs' (measured by 4 items); 'training program's objectives' (measured by 4 items); 'implementation of the training program' (measured by 9 items); 'evaluation the training program' (measured by 7 items); 'the effectiveness of the training on the performance of the hotel staff' (measured by 7 items); 'the effectiveness and impact of training on the hotel's productivity' (measured by 2 items); 'variables' (measured by 7 items); 'training process barriers' (measured by 14 items); 'effective Training Factors' (measured by 6 items).

Population and Sampling

There are 33 five-star hotels in Greater Cairo according to (The Egyptian Hotel Guide, 2013). The researcher to achieve the objectives of the research 400 questionnaires were distributed among the employees and managers in all five-star hotels in Greater Cairo and accepted questionnaires are only 20 hotels. In response 290 questionnaires were returned. The response rate was 72.5%.

Validity and Reliability

For validity concerns, the survey was piloted on a sample of 50 employees to check its face and content validity. The comments of respondents related to language and design of questionnaire were considered in the final form. For reliability of constructs, Cronbach's alpha coefficient was calculated and exceeded 0.70 for all constructs meaning that the questionnaire results are reliable (Hair et al, 2010).

Analysis Technique

One way and N-way ANOVA was employed to test the hypotheses and to investigate the causal relationships between independent factors for effective training program and the skills, performance, productivity, and working cost reduction of hotel staff. Frequencies and means were calculated for all variables. SPSS (version 22) software was used in analysis.

Research findings

Descriptive statistics analysis

Respondents' profile

The following table showed that information about respondents such as position, gender, education level, years of experience and hotel Department.

Table 1: Descriptive statistics of the profile

		Frequency	Percentage %
Position	Employee	270	93.1
	Manager	20	6.9
Gender	Male	259	89.3
	Female	31	10.7
Education level	High school	154	53.1
	University	120	41.4
	Master Degree	3	1.0
	Doctorate Degree	11	3.8
	Others	2	0.7
Years of experience	Less than five years	98	33.8
	From 5-10	116	40.0
	From 10-15	41	14.1
	From 15-20	21	7.2
	More than 20	14	4.8
Hotel Department	Accounting department	13	4.5
	Food and Beverage department	139	47.9
	Front Office department	38	13.1
	Housekeeping department	32	11.0
	Human resources department	23	7.9
	Maintenance department	20	6.9
	Sales and marketing department	9	3.2
	Security department	16	5.5

Table (1) showed that, 93.1% of respondents are staff members, while, 6.9% of them are managers. 89.3% of the respondents are males while 10.7% of them are females. 53.1% of the respondents are holding high school education, 44.4% of them are holding university education, 1% are MSc holders, 3.8% are PHd holders, and 0.7% are other certificates holders, 40% of the respondents are between 5 and 10 years of experience, 33.8% of them are less than 5 years, 14.1% are between 10 and 15 years, 7.2% are between 15 and 20 years, and 4.8% are more than 20 years of experience. 47.9% of the respondents from food and beverage department, 13.1% of them from front office department, 11.0% of them from housekeeping department, 7.9% of respondents from human resources department, 6.9% of them from maintenance department, 4.5% from Accounting department, 3.9% from sales and marketing department and 5.5% from security department.

Factorial ANOVA Test to check the validity of the hypothesis

In order to check the interaction between the independent variables and its effect upon employees’ skills (the dependent variable), factorial ANOVA analysis will be used. The alternative hypotheses will be tested using Factorial ANOVA for each dependent variable.

The following table showed that factorial ANOVA to check the relationship between training need assessment, Designing the training programs, Training program’s objectives, Implementation of the training program and Evaluation the training program(training dimensions) and employee skills.

Table 2: Factorial ANOVA to check interaction between training dimensions and staff skills

Tests of Between-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	85.616 ^a	15	5.708	9.191	.000
Intercept	262.280	1	262.280	422.347	.000
Training needs assessment	10.657	3	3.552	5.720	.001
Designing the training programs	1.396	3	.465	.749	.524
Training program’s objectives	7.937	3	2.646	4.260	.006
Implementation of the training program	27.495	3	9.165	14.759	.000
Evaluation the training program	5.113	3	1.704	2.744	.043
* assessment * design * objective * implementation * evaluation	146.783	66	2.224	4.550	.000
Error	170.156	274	0.621		
Total	3486.889	290			
Corrected Total	255.772	289			

a. R Squared = 0.574 (Adjusted R Squared = 0.448)

The factorial ANOVA analysis is used to measure the causal relationships among the constructs. It is found that four of the five effective training programs components have a significant effect on improving employees' knowledge, technical and behavioral skills. The findings revealed that four of the five sub-hypotheses measured in the first hypothesis are supported and four of the five factors involved in this study are significantly affecting the acquired skills within hotels' employees (Table 2).

Respondents perceive four constructs out of five to have significant effect on the employees' skills within Egyptian hotels. The training need assessment content is significantly affecting employees' skills (F=5.72 and p < 0.01). This construct depicts the importance of training needs assessment by, analyzing

staff's knowledge, skills and attitude, asking staff about their training needs, using special models, and using surveys to determine the strengths and weakness of the hotel staff, and how this supports the technical and behavioral skills for hotel's employees. Furthermore, the training objectives issues of the program is found significantly affecting the skills of hotel employees ($F=4.26$ and $p<0.01$), this construct reflects how important the training objectives and plan component are features to the employee skills in a way hotels draw their training objectives according to the training needs assessment, and hotel's managers design their training plans for the working year according to the actual needs, and the current problems. Carrying out training programs, in terms of choosing qualified trainers, training time and place, training printout, and training type, has a positive impact on the employees skills ($F=14.579$ and $p < 0.01$). The evaluation of training program was shown to have a significant effect on the employees skills ($F=2.744$ and $p<0.05$). This construct demonstrates the importance of evaluating training programs on employee's performance, and the degree to which the training programs are achieved its objectives. Finally, all training programs constructs has revealed a positive effect on the employees skills ($F=4.55$ and $p < 0.01$), this construct reflects the role of training programs in developing employees skills. These total effects via employees skills ($R^2=0.574$). Therefore, the acquired skills are fully linked to the training programs. These results agreed with Osei et al (2012), April (2010) and Kemal (2013).

Table 3: Factorial ANOVA to check interaction between training dimensions and staff performance

Tests of Between-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	54.126a	15	3.608	33.629	.000
Intercept	457.823	1	457.823	4266.716	.000
Training needs assessment	1.766	3	.589	5.486	.001
Designing the training programs	.676	3	.225	2.100	.100
Training program's objectives	1.685	3	.562	5.233	.002
Implementation of the training program	9.223	3	3.074	28.652	.000
Evaluation the training program	4.082	3	1.361	12.681	.000
* assessment1 * design1 * objective1 * implementation1 * evaluation1	65.135	66	0.987	11.966	.000
Error	29.400	274	0.107		
Total	5298.000	290			
Corrected Total	83.527	289			
a. R Squared = 0.780 (Adjusted R Squared = 0.715)					

From Table 3, the result of ANOVA analysis shows effective training has a significant effect on the staff performance. Effective training is beneficial for the employee to improve its performance. The training need assessment content has significant effect on employees performance ($F=5.48$ and $p<0.01$). This content describe the importance of training needs assessment by analyzing staff's knowledge, skills and attitude, Identifying the training needs for staff and monitoring current performance using techniques such as observation, interviews and questionnaires. In addition, training program's objectives have positively affected the employees performance ($F=5.23$ and $p<0.01$), these trainings are the result of the plan of management planning and training is remains a response to specific needs. Also, hotel management determine the training program's objectives according to training needs assessment and actual needs, made an inclusive annual training plan based on the actual needs and its present problems at the hotel. Implementation of the training program has positive effects on employee's performance ($F=28.65$ and $p<0.01$), this point includes place and the time of training, the topics of training program, training materials, techniques and preparing them. The evaluation of the training program has a positive impact on employee's performance as its helping hotel management for measuring efficiency of training elements; trainer, trainee and techniques ($F=12.68$ and $p<0.01$). In the end, all training programs constructs has revealed a significant effect on the employee's performance ($F=11.96$ and $p<0.01$). These total effects via employee's performance ($R^2=0.780$). These results agreed with Muzaffar et al (2012), Khanfar (2011), Khan (2011), Benedicta and Appiah (2010), Brum's (2007), Okanya (2008),Cooke(2000), Evans and Lindsay(1999).

Table 4: Factorial ANOVA to check interaction between training dimensions and staff productivity

Tests of Between-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	50.804 ^a	15	3.387	8.889	.000
Intercept	514.652	1	514.652	1350.664	.000
Training needs assessment	1.993	3	.664	1.744	.158
Designing the training programs	2.072	3	.691	1.812	.145
Training program's objectives	0.408	3	.136	.357	.784
Implementation of the training program	8.594	3	2.865	7.518	.000
Evaluation the training program	10.804	3	3.601	9.452	.000
* assessment1 * design1 * objective1	84.730	66	1.284	4.062	.000

* implementation1 * evaluation1					
Error	104.404	274	0.381		
Total	5300.250	290			
Corrected Total	155.208	289			
a. R Squared = 0.546 (Adjusted R Squared = 0.412)					

From Table 16, the result of ANOVA analysis shows that effective training programs have a significant impact on the employee’s productivity. Also, effective training improves the personal characters and professional abilities. Not only employees, management and hotel establishments would benefit from staff training, customers and guests benefit as well, because of the received quality products and services. So, it’s clear the implementation of the training program has a significant effects on employee’s productivity (F=7.51 and p<0.01), this point includes place and the time of training, qualified trainers, choosing prints and selecting the training style based on the objectives of the training program. The evaluation of the training program has a positive impact on employee’s productivity. Evaluation of training content is significantly affecting employee’s productivity and helping hotel management to identify the effectiveness of the training program in the light of its objectives and measuring the impact of training on the employee’s productivity (F=9.45 and p<0.01).at least, all training programs constructs has revealed a significant effect on the employee’s productivity (F=4.06 and p<0.01). These total effects via employee’s productivity (R2=0. 546). These results agreed with Salim (2014), Singh and Mohanty (2012), Barzegar and Shahroz (2011) In addition, Chow, Haddad and Singh (2007).

Table 5: Factorial ANOVA to check interaction between training dimensions and cost reduction

Tests of Between-Subjects Effects					
Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	50.549 ^a	15	3.370	3.473	.000
Intercept	258.176	1	258.176	266.090	.000
Training needs assessment	12.131	3	4.044	4.732	.005
Designing the training programs	11.398	3	3.799	3.916	.009
Training program’s objectives	11.828	3	3.609	3.628	.008
Implementation of the training program	9.311	3	3.104	3.512	.039
Evaluation the training program	10.637	3	3.546	3.593	.041
* assessment1 * design1 * objective1 * implementation1	139.324	66	2.111	2.658	.000

* evaluation1					
Error	231.666	274	0.845		
Total	3724.000	290			
Corrected Total	275.724	289			
a. R Squared = 0.640 (Adjusted R Squared = 0.411)					

From Table 5, the result of ANOVA analysis shows that effective training programs have a significant impact on cost reduction. Hotel management can make reducing costs and achieve positive return on the investment through carrying out effective training components. First step of effective training is identifying the training need assessment. The training need assessment content is significantly affecting the reduction of variable costs by analyzing staff's knowledge, skills and attitude, identifying the training needs for staff and monitoring current performance using techniques such as observation, interviews and questionnaires ($F=4.73$ and $p<0.01$). Also, designing the training programs has significant effects on cost reduction ($F=3.91$ and $p<0.01$), this point includes determining time and topics of training, identify the style of training, determining the aids, audio and visual clarifying means and material of and number of participants within the training program. In addition, training program's objectives have positive impact of cost reduction ($F=3.62$ and $p<0.01$), its help the employee skills to adapt to the new demands of the workplace and actual needs, helping hotel management for designing inclusive annual training plan based on actual needs and its present problems at the hotel. Implementation of the training program has positive effects on cost reduction ($F=3.51$ and $p<0.05$), this point includes place and the time of training, qualified trainers, choosing prints and selecting the training style based on the objectives of the training program. The evaluation of the training program has positively affected cost reduction. Evaluation of training helping hotel management to identify the effectiveness of the training program in the light of its objectives and measuring the impact of training on the employee's productivity ($F=3.59$ and $p<0.05$). Consequently, hotel management needed to develop cost-effective training programs whilst still being able to provide a high quality of service when dealing with customers. Lastly, all training programs constructs has revealed a significant effect on cost reduction ($F=2.65$ and $p<0.01$). These total effects via cost reduction ($R^2=0.64$). These results agreed with Barzegar and Shahroz (2011) and Fonia (2009) Laff (2008).

Recommendations

Based on the results obtained during the study, the following recommendations could be suggested : hotel Management should increase financial appropriations fit the needs of training programs, hotels should review their training budgets for better efficiency by focusing on necessary training and on revamping existing training material, To make sure training

programs are successful, Human Resource Management should measure their existing programs through evaluation techniques such as, Kirkpatrick's four-level model, ROI and performance appraisals. By continually evaluating training programs, hotels will be able to monitor the success of the programs and maintain a competitive edge in the industry.

Limitations and Future Research

As it's very difficult to access to all five star hotels establishments in Egypt, so the researcher took the five star hotels establishment's in Greater Cairo. Due to the limitation of time, effort and cost and the large number of five-star hotels in the Greater Cairo the researcher take 20 five star hotels as a random sample. For Future Research it is recommended that same study can be conducted on four - stars hotels at another regions such as Alexandria, Hurghada and Sharm El-Shaikh .

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أثر التدريب الفعال على أداء العاملين بالمنشآت الفندقية

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صناعة الضيافة ومنها الفنادق التي تعتبر جزء رئيسي منها هي من الخدمات التي تعتمد اعتمادا كبيرا على العنصر البشري. لكي يتم تشغيل أنشطة الفندق يحتاج إلى إشراك العاملين في جميع الأقسام التي ترتبط ارتباطا مباشرا مع العملاء مثل المكاتب الأمامية والأغذية والمشروبات او غير ذلك، فمعرفة العاملين بكيفية إدارة أعمالهم له تأثير مباشر على الخدمة وبالتالي رضا العملاء. يعتبر التدريب عنصر أساسي وجزء لا يتجزأ من إدارة الموارد البشرية وخاصة صناعة الضيافة. فعند شغل الفرد وظيفة معينة فانه من غير المرجح انه يملك كل المهارات والمعارف المطلوبة التي تمكنه من العمل على أفضل وجه، فيما يتعلق بصناعة الضيافة، التدريب يستخدم كأداة لتنفيذ استراتيجيات التمايز عن طريق إنشاء فريق من العاملين ذو الكفاءة العالية لتقديم مستوى خدمة متميزة وتلبية توقعات العملاء. وقد أظهرت الدراسات أن التدريب مرتبط بتحسين احترام الذات، وانخفاض معدل دوران العمل، وتقديم منتجات وخدمة متميزة، وزيادة رضا العملاء، وخفض تكاليف العمل، واستخدام تكنولوجيا جديدة، وزيادة القدرة على تلبية طلبات السوق المستهدف، وتحسين مستوى كفاءة العاملين، وتحسين الوعي الذاتي، وتحسين سلوك العاملين وزيادة القدرة على العمل الجماعي، وزيادة الرضا الوظيفي. لذا تهدف الدراسة إلى التعرف على معايير التدريب الفعال في فنادق الخمس نجوم بالإضافة الى التعرف على أثر التدريب الفعال على مهارات العاملين في المنشآت الفندقية واداء العاملين في المنشآت الفندقية ونتاجية العاملين في المنشآت الفندقية وتقليل التكاليف . تم إتباع المنهج الكمي في هذه الدراسة، حيث تم استخدام الإستقصاء كأداة لجمع البيانات، تم توزيع 400 استمارة على العاملين والمديرين في الفنادق الخمس نجوم بالقاهرة الكبرى. كما توصلت الدراسة الى مجموعة من النتائج الهامة حول تأثير التدريب الفعال على مهارات واداء ونتاجية العاملين في الفنادق وايضا تأثيره على تقليل التكاليف. وتقدم الدراسة مجموعة من التوصيات لمديري المنشآت الفندقية وادارة الموارد البشرية والعاملين عن اهمية التدريب الفعال ومدى تأثيره في تحقيق نتائج ايجابية للعاملين وزيادة الانتاجية ورضا العملاء.

الكلمات الدالة: مهارات التدريب، الأداء التدريبي، كفاءة التدريب، تقليل التكاليف