



ADDIS ABABA UNIVERSITY
COLLAGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTERS OF BUSINESS ADMINISTRATION (MBA)

THE ROLE OF TRAINING ON EMPLOYEE PERFORMANCE: THE
CASE OF CHAIN HOTELS IN ADDIS ABABA

A thesis submitted to the school of graduate studies Addis Ababa
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Declaration

I, the undersigned, declared that this thesis is my own original work. To the best of my knowledge, it has not been presented for a degree in any university, and all sources of materials for this thesis have been duly acknowledged.

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Abbreviations and Acronyms

T&D Training and Development

HRM Human Resources management

HRD Human Resources Development

MoCT Ministry of Culture and Tourism

OJT On- the Job Training

Key word: Training

Abstract

The aim of this study is to investigate the interface between training and employee performance in chain hotels located in Addis Ababa. The specific objectives were to assess the nature of training practice used in the Hotels and to investigate if there is a relationship between training practice, delivery mode and employee performance. This research has reviewed previous literature to assess the relationship between training practice, delivery mode and employee performance. To achieve this objective, descriptive research design were used to analyze the data collected through questionnaire from a sample of 248 hotel employees. These respondents were selected using simple random sampling method. The questionnaires were analyzed using descriptive statistics, one way ANOVA ,correlation and regression with the support of statistical software program namely Statistical Package for Social Science (SPSS version 20) for analyses and summarization purposes. The finding reveals that the relationship between Training Practice, Delivery Mode, and employee performance is positive and significant. The research has confirmed that training has a relationship with employee performance. Based on the findings of the study, the researcher recommended that the hotels should introduce more training programs for employees, which are more suitable to the skills needed at work, as well as they should give employees equal opportunities for attending the training courses.

Key words: Employee performance, training practice, training delivery method

CHAPTER ONE

INTRODUCTION

1.1 Background/Rationale of the study

Because of fast technological advancement and other factors the world is changing rapidly. In order to be a part of this changing world, making the best use of the personnel's abilities became of tremendous significance in the businesses, Therefore Human Resource Management needs to be carefully considered and implemented (Christina Pomoni, 2009). Training is a part of the human resource development, along with the other human resources activities, such as recruitment, selection and compensation. It helps the employee become an effective problem solver. Practical experience can be taught and guided in the training; employees will learn the methods of solving problem or complaints during training (Daft, 2003).

The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. Organizations help their people learn new skills so as to be able to perform well. It has been confirmed that organizations with more progressive people - oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that improves morale and productivity. As people's growth is linked with the organizations growth in view of long- term profitability, organizations need to invest in their people. Some researchers argue that training contributes significantly to the performance of an organization, implying an affirmative link sandwiched between human resource systems and organizational performance (Osman et al, 2011). On the other hand, there are others whom are not certain that training is important.

Today, hospitality sector is one of the fastest growing sectors. This sector can be classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. It is also the fastest growing sector in Ethiopia (BOFED, 2013). It is

expected even to grow more in the coming years. Many international hotels including Sheraton, Radisson, ramada, Hilton, golden tulip and Marriott are already established and still expanding. So the need for training is high in order to provide a service which is expected to be similar with the rest of the world.

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. How their works is managed directly impacts to the service, thus to the guests' satisfaction (Hayes & Ninemeier2009, 7). Human resources management, therefore, plays a vital role in the hospitality operation. 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 (Decenzo & Robbins 2007, 204). A newcomer often needs months to learn the goals, rules, regulations, structure and working culture of the organization to adapt and get in the same pace with other colleagues. This is where training takes its first role of guiding and helping the employees adjust their qualities fit to the organization needs as soon as possible. The process of training goes on following the employees' career path to help them improve their abilities for further career development. 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. Here it can be seen how important staff training is to the brand building and to the success of a hospitality business. (Sommerville 2007, 208).

Training is one of the most appropriate ways to increase the productivity of individuals and meet organizational goals. Even if training is so important in the hotel industry, we are seeing number of non-trained employees hired in many hospitality organizations. As the global trend is changing rapidly, Human Resource Management needs-to be carefully considered and implemented. It should be able to deal with the effects of the changing business world, which means that people who work in the Human Resources Department have to be aware of the implications of globalization, technology changes, workforce diversity, changing skill

requirements, the contingent workforce, decentralized work sites, and employee involvement etc. Because when either one aspect of above changes in the working process, it could change the whole business operation, therefore, it is important for the Human Resource Department to be prepared and to take control. Therefore, training and employee performance have become the foundation of a new era of managing a diversified workforce against a background of globalized world. In this context, understanding the relationship between training and organization performance presents an opportunity for the hotels, as highly skilled and committed workers can assist them in achieving high performance. On this basis, the objective of this study was to investigate and verify the relationship between training and employee performance.

1.2 Statement of the problem

Knowledge and skills needed by an organization can be provided to learners through training (Fitzgerald, 1992) because not all employees will come to the job with complete knowledge and experience necessary for performing assigned tasks. Therefore, most organizations consider the development of human resources as important investment effort towards the development of the performance of the organization. Human resource department has a role to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance (Goldstein & Ford, 2002). The main method suggested for human resource development is the provision of training.

The hotel industry in Ethiopia is highly growing from time to time. The capital city Addis Ababa is becoming one of the choices of international and chain hotels. That is why the branded chain hotels are starting their operation in Addis Ababa and some of them are under construction. Investment by major operators evidenced that luxury is coming to the growing nation. However, these hotels are forced to hire non-trained employees in their organizations because there are not enough universities and institutes in the country that provide skilled people to the growing industry to fulfill their employees demand (kalkidan, 2014).

Despite the increasing effects of training on employees, there is still limited literature on human resource development issues in developing countries and increasing concerns from customers about low quality services in the hospitality sector. It is further worth noting that while much is

known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Specifically, in Ethiopia, there are only few researches which focused on the relationship between training and employee performance in the hotel industry. As per the knowledge of the researcher there is only one study which is done by Eskindr Habte which focused on the relationship between training and employee performance. His study conducted on star hotels but this study done in chain hotels on which no researches related with training and organizational performance have done .Because of this, this study attempts to contribute in filling the knowledge gap on relationship between training and employee performance in the hotel industry of Addis Ababa.

1.3 Research questions

At the end of the study, the research will address the following questions:

1. What is the nature of training practice used in chain Hotels in Addis Ababa?
2. What is the relationship between training practice and employee performance in chain Hotels located in Addis Ababa?
3. What is the relationship between training delivered method and employee performance in the chain Hotels located in Addis Ababa?

1.4 Research objective

The objective of this study is classified into general and specific.

1.4.1 General objective

The general objective is to find out the interface between training and employee performance in chain hotels operating in Addis Ababa.

In order to achieve the General Objective, the study concentrates on the following specific objectives

1.4.2 Specific objectives

The specific objectives of this study are:

1. To assess the nature of training practice used in chain Hotels in Addis Ababa
2. To find out if there is a relationship between training practice and employee performance in chain Hotels located in Addis Ababa?
3. To find out if there is a relationship between training delivery method and employee performance in the chain Hotels located in Addis Ababa

1.5 Significance of the study

Although different studies might be conducted to assess the interface between training and employee's performance, however the significant relationship of training and performance on the hotel sector especially on international chain hotels has not yet been reflected and documented. Thus, this study will have some important inputs to pinpoint vital hypothesis to the subject. As an academic exercise, it will afford the opportunity to contribute knowledge, improve upon this research experience and provide a basis for further research. The study was beneficial to hotels in recognizing the need to train their employees for a better performance. This research work is not only going to benefit hotels but any firm that want to sustain its competitive advantage achieved through investment in the human capital of the firm. This is because there is a shift in the world economy from financial base to intellectual capital. This research paper will also have its own share in assisting the researcher to contribute to the growth of the hotel industry by maintaining well trained man power. In general, this study helps existed and incoming hotels to review and evaluate their concern on the importance of training towards the accomplishment of their goals.

1.6. Scope of the study

This study mainly focuses on the relationship between training and employee performance on the hospitality industry, specifically the study emphasizes on international chain hotels located in Addis Ababa, and the study area concerned about assessing the training practice and method of trainings given in the hotels and it's relation with employees performance.

1.7 Limitations of the study

The main limitation of this study is the sample size of the population of interest. The sample size was small; hence making it difficult for the results to be estimated accurately because a large number of respondents are necessary for the findings to be generalizable to the real population. The other problem incurred at the time of the research was that, as it is conducted in hotels, the working hour of the staffs was classified by 3 schedules .That means they don't have similar office hours and they were busy most of the times serving their customers. So that it makes the researcher to be present in every schedule and for longer time. Most of them were also not volunteer to fill the questioners as they were tired at the end of their schedules. Therefore, these limitations and suggestions should be captured in future research of the same nature, i.e., the role of training on employee performance.

1.8 Organization of the paper

This paper is organized into five chapters. The first chapter is an introduction which includes background of the study, problem statement, objective of the study, research questions, significance of the study and scope and limitation of the study. The second chapter is review of related literatures which consists theoretical background and important findings from different literatures. The third chapter involves methodologies applied in the study. Chapter four presents the result and discussion of the study. Finally, the last chapter gives conclusion and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 training

“Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management.” (Sommerville 2007, 208). “Training, in the most simplistic definition, is an activity that changes people’s behavior.” (McClelland 2002, 7) As discussed earlier Staff Training is an indispensable part of Human Resource Management activities, more and more companies have realized how important it is to maintain training in the changing and complex work environment. Training is designed to provide learners with the knowledge and skills needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (1964) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhance quality and market share, reduce turnover, absence and conflict. In contrast, training has been criticised as faddish, or too expensive, and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance.

The knowledge and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems. Most organizations invest in training because they believe that higher performance will result. However, the theoretical framework for the relationship between training and firm performance has been subject to considerable debate. Devanna, Formbrun and Tichy (1984) proposed a model which emphasizes the interrelatedness and coherence of human resource management (HRM) policies and performance. According to their model, training and other HRM activities aim to increase individual performance, which is believed to lead to higher firm performance. Guest (1987)

developed a theoretical framework to show how HRM policies can affect human resources and organizational outcomes. The strength of Guest's model is it is a valuable analytical framework for studying the relationship between HRM policies and Organizational performance, because it expresses pathways for more careful, clear and ease of empirical testing. He saw commitment as a vital outcome concerned with the goals linking employees with the firm performance as the goal of quality is important to ensure the high quality of products and services. Therefore, training and development policy plan play an importance role in HRM and contribute to improved strategic integration, employee commitment, flexibility and quality. HRM outcomes can then lead to high job performance, high problem solving activity, high cost effectiveness, and low turnover, reduced absences and fewer grievances.

2.2 The importance of staff training

Staff training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business. With the development of the technologies and the whole business environment, employees are requested to be more skilled and qualified, even if you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs organized staff training if wants to be competitive among others. Staff training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit was built between employees and management team within the process. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements. Training could be enormously demanding and should be in-depth; lack of training or poor training brings out high employee turnover and the delivery of substandard products and services. (Sommerville 2007, 208).

2.2.1 Benefits of staff training

Staff training enhances the capabilities of employees and strengthens their competitive advantage. Effective training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from staff training, customers and guests benefit as well, because of the received quality products and services. (Sommerville 2007, 210)

o Benefits to the Employee

According to Sommerville 2007 training increases job satisfaction and recognition of the employee. During the training, employees was introduced what the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. He also stated that training encourages self-development and self-confidence among employees. After systemized training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the training, they was more confident with their work, so that better services was provided. Training also helps to clearly identified career opportunities of employees. Employees gained not only professional knowledge and skills during training, training also broads their choices on setting career targets. They can get the opportunity to get to know other positions, increases the possibilities of promotions in the meantime. It helps the employee become an effective problem solver. Practical experience can be taught and guided in the training; employees will learn the methods of solving problem or complaints during training.

It allows the employee to become productive more quickly. By training, employees get familiar with their work tasks, advanced knowledge and techniques which improve their capabilities, increases productivity. (Sommerville 2007, 209)

o Benefits to management

To management, Training aids in evaluating employee performance. People who are responsible for training will find out those employees during training, who are quick learners, who have

better knowledge and skills, so that different methods of training can be chosen, therefore, better results was acquired. (Sommerville 2007, 210) It also aids in sustaining systems and standards. Within the training, employees was introduced to the principles and standards of the hotel, together with the policies and procedures; hence hotel can sustain its standards and system with the help of training.

It also helps management to identify employees for promotions or transfers. During the training, employees' abilities and personalities was easily identified by experienced trainers, or some employees are more suitable for other positions, hotels can adjust and make best use of employees' knowledge and abilities. (Sommerville 2007, 210) According to Stewart, 1996, training ensures that the people implications of change are raised and understood by the organizational decision makers.

- **Benefits to organization**

According to Sommerville 2007, Training leads the organization to improved profitability. Owing to the growth of productivity and better services after training, it is more promised for the hotel to have more profits in return. Brookes, 1995 mentioned that training reduces accidents and safety violations in the organization. Without organized training and guidance, especially employees who work with dangerous facilities, accidents are easily occurred, training can help organizations to prevent accidents. Brookes, 1995 also said that training reduces wastage and costly employee turnover. Wastage and damages in different departments are commonly found out in hotel operation, with the help of staff training; unnecessary wastage and damages can be

avoided. Regular trainings can decrease work pressures and employee turnover, as a result, less labor cost was spent and better service can be achieved. Training also aids in organizational development. Hotels need to develop their technologies and way of working in order to be competitive, and staff training assures the competitiveness, because training will bring good quality, effectiveness and loyal customers to the hotels. (Sommerville 2007, 210).

2.3 The training process

Go et al. (1996) advocate the need for a systematic approach as outlined in their nine-step approach to developing training within the organization.

Step 1: Assessing training needs

Analyzing training needs is a crucial part of HRD as the identification of needed skills and active management of employee learning is integral to developing corporate and business strategies. Many would argue that for training to be effective it is necessary to discern not only the training needs of the individual and the group, but also how their needs fit the overall organizational objectives. Essentially then training needs analysis allow for an appreciation of the need to ensure that there is a fit between training and the company culture, strategy and objectives.

Equally, the training needs of the individual needs to be reconciled with those of the organization. In terms of developing a training needs analysis aspects such as job descriptions, job analysis, person specifications or whether performance objectives agreed at appraisals have been met may all potentially be useful indicators.

Step 2: Preparing the training plan

The training plan is concerned with outlining what needs to be done based on the training needs of individuals, departments and the organization as a whole. In effect the training plan provides an outline sketch of what the training should address, as well as considering practical aspects such as the method, time and location of the training.

Step 3: Specifying the training objectives

A key question to be asked before the training is operationalized is: what are the training objectives? It is important when employees are undertaking training that they understand what they should be able to accomplish when the training program has been completed.

Step 4: Designing the training program

Go et al. (1996) suggest a number of issues need to be considered in designing the training program, including:

Program duration.

Program structure.

Instructional methods.

Support resources (e.g. a training facility) and the selection of training materials (e.g. videos)

Training location or environment, which may also be determined by the task, for example, whether it involves practical skills.

Instructor and instructor's experience.

Origin of the training program.

Criteria and methods for assessing participants learning and achievement.

Criteria and methods for evaluating the program.

Step 5: Selecting the instruction methods

There are a multitude of methods that organizations can use to train and develop staff. All of these various methods will have both strengths and weaknesses and in that sense there is no one 'best' training method. Rather, there is a need for organizations to adopt a contingent approach to training in developing training methods. Although there are a great variety of training methods, generally most writers broadly categorize them into three different types of training, in-company on-the-job, in-company off-the job and external off-the-job, all of which are now briefly considered.

Step 6: Completing the training plan

With the establishment of the main design features and the methods which are to be used, the training plan can now be completed. Go et al. note that a complete training plan will have details about the target group (e.g. all service staff), the topic to be considered (e.g. customer handling), method(s) to be adopted (e.g. role play), time (e.g. two hours) and location (e.g. conference center)

Step 7: Conducting the training

Go et al. suggest that if other aspects of the nine-step approach are adhered to the training activity/program should be effectively delivered. Though rather like Marchington and Wilkinson they do also recognize a number of factors that might impact on the training, such as participant selection, ensuring the group feels comfortable physiologically and psychologically and ensuring the person delivering the training is properly prepared and has the right skills.

Step 8: Evaluating the training

The penultimate stage of the nine-step approach is to evaluate the training in order to glean feedback from the trainees. There are a number of methods of evaluating training, as identified by Holden (2004):

Questionnaires or so-called 'happiness sheets' are a useful way to elicit trainees' responses to courses and programs.

Tests or examinations are common in more formal training courses and are useful for checking the progress of trainees.

Projects can be useful in providing useful information for instructors.

Structured exercises and case studies allow for trainees to apply their learned skills and techniques under observation.

Tutor reports allow for instructors to offer an assessment of the utility of the training.

Interviews of trainees can be formal or informal, individual or group, or by telephone.

Observation of courses by those responsible for devising training strategies can be very useful in the development of future training.

Participation and discussion during the training, though this requires a highly skilled facilitator.

Appraisal allows for the line manager and trainee to consider the success or otherwise of training that has been undertaken during performance reviews. Of course a combination of these methods can be used in evaluating training and it is likely to be important to incorporate both trainee and trainer feedback in assessing the success or otherwise of training interventions.

Step 9: Planning further training

After the training and its evaluation, training has, in effect, come full circle and the planning process can begin again.

2.4. Types of staff training

2.4.1 Sort by training objectives

Training is differed by disparate groups, one is the top management group, the second group is supervisory management, and the third group is front line employees who participate in operations and providing services. As for the top management group, including general manager, directors, managers and assistant managers of every department, they take care of making decisions. The training should be about building proper economic views, marketing, forming sales strategy, budgeting and cost controlling etc. Supervisory management group is the supportive team in the organization, such as supervisors, team leaders etc. they should be trained about management concept and ability, professional knowledge, customer services and how to deal with guests requests and complaints etc. Front line staff helps hotel's actual operation; training for them should be focused on professional knowledge, technical competencies and working attitudes to improve their abilities.(Woods 2006,188-189&Nickson 2007,158-164).

2.4.2 Sort by training location

According to the location that trainings take place, trainings are separated into in-house training, on-the-job training and outside training. In-house training is organized by the Human Resource department, using hotel facilities such as the training room, staff canteen. On-the-job training is usually held by each department; supervisors, team leaders and trainers are responsible for this kind of training, experienced worker or trainer trains the employee.(Dessler 2006,157) Outside training refers to training which is held outside the hotel. Trainees attend seminars and conferences, participate in training program organized outside the hotel, or go to other sister hotels for training.

2.4.3 Sort by training contents

Trainings are held for different purposes, some are organized to help new employees to get to know the hotel, some are for improving employees' professional skills, therefore, the trainings can be divided by their contents:

Apprentice training is a type of training that introduces general information and basic skills needed at work to new workers. This training helps building up good relationships between employees themselves and as well as between employees and management team. Moreover, it helps employees to set up the right attitude towards work. (Walker 2007,597)

Certification training is a kind of training, which employees get professional certificate on practical or theoretical tests. It aims to improve employees' skills and motivate them when they pass the tests. (Walker 2007, 597)

Simulation training is a practical training which is held with the help of Human Resource Department, aiming to improve methods of working and increase work effectiveness by simulating the real workplace. This training is in existence in everyday work, therefore it is long-term. In order to have good results from this training, department heads play very important roles by using proper training skills. (Walker 2007, 597) .stimulation is a device or situation that replicates job demands at an off-the-job site. According to him organisation often use simulation

when the information to be mastered is complex, and the equipment used on job is expensive, and /or the cost of wrong decision is high.

On-the-job training is the type of training which is held while the employee is working.

Employees' professional quality is the key of hotel services, the rules and principles of work are taught in this kind of training, besides, courtesy, manners and techniques of handling interpersonal relations are taught as well. This kind of training aims to train employees to learn the best way to do the work in the most quickly and effective way. (Walker 2007, 597)

According to Werner and Desimone, it involves conducting training at a trainee's regular work station (desk, machine etc.). This is the most common form of training: most employees' receives at least some training and coaching on the job.

Language training is the type of training which helps the employees to speak one or more foreign languages. Hotel employees are required to be able to speak one or two foreign languages, for different departments, different work categories or different positions, language requirements also differ. English as an international used language, every staff needs to be familiar with. Another language is required or to be trained depending on the location of the hotel. ((Walker 2007, 598) Hotel services and administration training is more focused on a specific subject according to the request of improving administration and services, including telephone techniques, guest relations, sales skills, public relations general information and application, safety and first-aid etc. (Walker 2007, 598)

Cross training is a type of training which ensure the communication among departments and increase the ability of adjusting to distinguished environments, cross training is used to assist employees to receive knowledge and skills from other departments. (Walker 2007, 598).

According to Gomez et al, 2007, cross functional is about training employees to perform operations in areas than their assigned job. An example is job rotation. It can be used to provide a manager in one functional area with a broader perspective than he or she would otherwise have.

2.5 Measuring the effectiveness of training

2.5.1 Measurement model.

2.5.1.1 Kirkpatrick's four levels approach

Beginning with World War II, evaluation research has developed as a result of substantive support by the U.S. federal government in training and evaluation activities. It provides answers to the questions of “do we implement or repeat a program or not?” and “if so, what modifications should be made (Stone and Watson, 1999). In order to classify areas of evaluation, the first one would be Kirkpatrick Four Levels of Evaluation. It was created by Donald Kirkpatrick in 1959, at the time; he was a professor of marketing at the University of Wisconsin. It is still one of the most widely used approaches.

Kirkpatrick model is now nearly 45 years old. Its elegant simplicity has caused it to be the most widely used methods of evaluation training programs. ASTD's (American Society for Training Development) survey, which reports feedback from almost 300 human resource executives and Managers, revealed that 67% of organizations that conduct evaluations use the Kirkpatrick model (Stone and Watson, 1999).

2.5.1.2 Kirkpatrick four levels of evaluation:

His four level of evaluation are: **reaction** - a measure of satisfaction, **learning** - a measure of learning, **behavior** - a measure of behavior change and **results**- a measure of results. **Reaction** evaluation is how the delegates felt, and their personal reactions to the training or learning experience, for example: Did the trainees like and enjoy the training? Did they consider the training relevant? Learning evaluation is the measurement of the increase in knowledge or intellectual capability from before to after the learning experience: Did the trainees learn what intended to be taught? Did the trainee experience what was intended for them to experience?

Behavior evaluation is the extent to which the trainees applied the learning and changed their behavior, and this can be immediately and several months after the training, depending on the situation: Did the trainees put their learning into effect when back on the job?

Results evaluation is the effect on the business or environment resulting from the improved performance of the trainee - it is the acid test. Measures would typically be business or organizational key performance indicators, such as: Volumes, values, percentages, timescales, return on investment, and other quantifiable aspects of organizational performance, for instance; numbers of complaints, staff turnover, attrition, failures, and wastage (Phillips J, 1997)

2.6 Staff training in an international perspective

As hotel business is often on an international level, so that Staff training should also be internationalized. Specially for the chain hotels as they are operating in more than one country they should give internationalized training for their staffs. Cross-culture training needed to be taken into consideration when planning and designing trainings. Language training became especially important in international staff training. (Nickson 2007, 27-33)

Staff Training in International HRM (IHRM) is through various methods, attending courses and lectures in different schools or training centers, by using materials like readings, recordings, movies etc. to assist trainings. Since culture is a key factor in IHRM, therefore, culture topic is treated more seriously and carefully, employees should be trained well to deal with possible cultural misunderstandings or even conflicts. Practical information should be provided during the training, role play, simulations, and meetings with foreign employees will help the trainees to understand better.

2.7 Staff training in hotel industry

In modern hotel business, it is all about competence in people, and especially the employees' qualities. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel's survival and development. Therefore, staff training is essential in many ways; it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts; staff training also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are.

Training and development can be seen as a key instrument in the implementation of HRM practices and policies. (Nickson 2007, 154-155) Successful hotels always include staff training as their important development strategy.

2.7.1 General principle of hotel training

Scholars and researchers of management have put the following general principles of training:

- 1- Necessity for continual training: training is non-stop process to meet the demands of development and transformation and it is a basic need for any hotel to improve its cadre starting "from employment till the retirement ".
- 2- Hotelling training is integrated system: it is not a random activity by its inputs, systems and outputs .Also, it is integrated with other activities of human resource management.
- 3- Hotelling training is changeable, renewable activity: due to the renewability and changeability of individual's attitudes, behaviors and technological developments, it is necessary to regularly modernize hotelling training programs and techniques.
- 4- Hotelling training is a managerial and technical activity: training is considered managerial activity that involves all managerial conditions such as clear policies, aims, plans and programs. On the other hand, training is a technical activity that needs scientific, practical specializations and experts in training.

Total Quality in Training and its Influence on improving quality hotel services:

Quality in hotelling training could be expressed by trainees satisfactory. By this level of trainees' satisfactory, training programs achieve the demands, ambitions and goals of trainees. In fact, quality of training is the best guarantee to develop quality of hotelling services. Thus, improving training leads to raise efficiency of training performance and then we will have a kind of integration between what trainee learns and what he indeed needs to develop his capability and performance. This will increase the effectiveness of teaching and training. Practically, training leads to improving performance, minimizing mistakes and running work flawlessness. At the end, this will help to reduce the cost which is much wanted result to the hotel administration. Human element is a key pillar in the successes efforts to improve quality. Here, the importance of training quality stems from adopting any changes to contribute developing quality since

training is mainly focusing on developing abilities and skills of humanitarian elements. Difference in the definition of quality is caused by diversity in usages and the concerned parties.

Throughout review of studies and researches concerned this topic, we could define quality as: an integration of traits and characteristics of a product or service in way that enables it to satisfy specific and general needs. Total quality Management is the best way to achieve goals and it was mentioned in the British Quality Association: "Total Quality Management is a managerial philosophy of organization aiming at accomplishment of customer needs and project goals as well."

The implementation of total quality is confined by industrial activity, it includes services sectors in particular hotelling sector. Thus, it becomes prominent subject in the researches of services quality of the tourism and hotelling sectors. Here, we can form comprehensive definition for total quality in hotelling services: it is the style used to present high efficient hotelling services based on the global measures and standards that provide the best of hotelling services and satisfy all needs and expectations of tourists. This will help training administration to adopt the system of total quality management. To reach to the adoption, the administration of training has to play crucial role to develop human resources and prepare all requirements needed to adjust or change the widespread culture in the hotels .Moreover, this process is required to obtain new technologies related to the training process. In brief, choosing the total quality management will transfer the hotel to be well- developed institution that offers high quality services.

2.7.2 The need of staff training in hospitality industry

While some organizations insist on the improvement in the competencies of their staff, others, however, think that the staff just needs to perform repetitive tasks and be professional in their positions. Hence, the questions imposed are that whether a proper training program is needed or only basic trainings at the first stage is enough. Is training that important or is it just optional for a hospitality business's survival?

A. Internal factors

Despite the reduction in demand for labor force due to the development of modern technology in other industries, the hospitality sector still responsible for adding about 52000 jobs, only in June 2013 and the demand has increased 503% over the last four years. The statistics affirm the fact that the hospitality industry is a people-driven business since technology cannot replace the level of service expected by many customers (Hayes & Ninemeier2009, 172). Making an investment in the human asset is therefore worth the effort. Customers will definitely feel the difference between the service delivered by a team of unmotivated staff and a team of high-quality motivated staff. Even though it is just a part of a multifaceted process of increase the staff's working motivation, training can avoid the staff from the uncertainty of not knowing what are right to do. Moreover, receiving training gives them a feeling that their works are somehow important, which motivate and retain them to work for an organization apart from just money. In addition, look at the internal aspects, unlike others, the industry has a high diversity nature by the product itself and also by the customers. The hospitality industry does not simply indicate the hotel and restaurant services as many people usually misunderstood. The segment actually provides a wide range of services including lodging, food services and other businesses such as private clubs, sports, recreational Foodservice operations, cruise ships, casinos, vending businesses, amusement and theme parks (Hayes & Ninemeier2009, 4-5). The industry accordingly has high demand for dynamic people who acquire a variety of knowledge, skills and experience to meet the desire of a number of guests they get in touch with every day. The labor market in reality, nevertheless, shows a deficiency in supply for qualified staff (woods 2006,188). Fortunately, there is another pool of labor with people who do not attain enough skills and knowledge but are willing to take the job. Though using these people can be a solution to resolve the problem of shortage, it cannot be done without the intervention of training.

Moreover, the industry involves responsible businesses of which some training are mandatory by law such as food safety, alcohol beverage knowledge, first aids or avoidance of sexual harassment, etc. (Hayes & Ninemeier 2009, 176). Lack of training can lead to grave problems caused by the staff who are not properly trained or informed. Food poisoning can occur if an untrained chef mixes crab and persimmons together or serves stuffed meats undercooked for example. The case of Man Fu Yuan restaurant of the Intercontinental hotel in Singapore

happened on December 2012 is a typical case. The restaurant had to close after being suspected to cause more than 200 cases of food poisoning(the Sunday times 2013). Aside from the risk of being lawsuit, it may also lead to greater consequences which are losing the customer loyalty and the business's reputation if training is not taken seriously.

B. External factors

The increase in competition also effects on the increasing need of training. Under the pressure of a highly competitive market, many hospitality business operators impress on the use of product differentiation strategy to gain the brand awareness, especially big players such as Marriott , Ritz Carleton or Hilton(Marriott 2013,clark 2013,Andrews 2009). Different standards are applied in order to create the difference in service, from the general like quality of service, staff behaviors to more detail standards such as way to fold a napkin, way to set up a table and cutlery, welcome sayings and maximum time allowed to conduct check-in service, etc. This practice once again arises the need for training because even a staff who has a hospitality educational background or long experience in the field still requires time, effort and adequate sources of knowledge to adjust to the new rule.

Lastly, in the fast growing hospitality industry, training becomes a useful assisting tool to prepare the organization from the inevitable changes in the future. A company can even happen to be a pioneer and win competitive advantages over the others if it can predict the right market trend and well prepare in advance. The development of technology which leads to a renovation of an operating checking system, for example, will simultaneously require a higher level of computer skills from the staff for the system to be able to put the system into operation. Another typical trend is globalization. Transcended the multinational phase, many companies now operate in two or more countries as transnational or global corporations (Gee Yim 2008,3). To harmonize different cultures in one union, the company thus not only need to raise the cultural awareness of their staff but also the ability of adapting and work in the new environments as the exchange human resources over nations becomes more common. In addition, there may also be the need of launching a new product or new standard requirements due to changes in the customers' preference. Retraining is therefore continually in demand to address these concerns.

As a conclusion for the questions imposed at the beginning of this chapter, the organizations working in the hospitality industry needs to provide training for staff within their organization even if they already have the relevant educational background. Moreover, training has to be a consistent and ongoing process rather than a one-time event (Hayes, Ninemeier 2009, 190). In the absence of training, the business was kept far from the competitive line because wasted time and money occur to correct mistakes. Spending on an effective training that returns benefits exceeding cost is rather a better choice.

2.8 Employee performance

Performance can be separates to organizational performance and employees' performance. Employees' performance is known also as job performance. However: it seems that employees' performance is commonly objectively measured in organizations and it will appear that there are few alternative options (Otley, 1999). Performance in organizations is reliant on the performance of employees' and other sides such as the environment of the organization, The difference between organizational and employees' performance is apparent, Therefore, organizations that are doing well is one that is successfully attain objectives (Otley 1999), in other words, Effective implementing and developing appropriate strategy and employees' performance is the single result of an employees' work (Hunter, 1986).According to Ramlall, (2008) the good employee performance is required for organizations, since an organization's success reliant on the employee's creativity commitment and training. Moreover, Good employee's performance is important in stabilizing the organizational economy by improving living standards and higher salaries, an increase in goods accessible for consumption, Therefore: individual employee performance is important to society in general (Griffin et al, 1981).

According to Pincus, (1986) the general performance is linked to efficiency or perception oriented terms, According to Hunter and Hunter (1984) vital role in a high employees' performance is the skill of the employee himself then the employee must be capable to deliver good outcomes. Hunter and Hunter (1984) also discuss that this is something the organization can know in front and they can select employees with the required skills or they can recruit those employees themselves. Absolutely the last is more time consuming, but can achieve superior

results in the end. According to Kostiuk and Follmann (1989) in most organizations, performance is measured by supervisory rating; however these data are not very valuable since they are highly subjective. According to Bishop (1989) the consistency of worker performance is greatest when conditions of work are stable, but in the work practice conditions never are stable. This makes it even harder to measure performances objectively. According to Perry and Porter (1982) the employees' performance will be measured despite the lack of availability of generally accepted criteria. Breugh (1981) states in his study that there are four different performance dimensions on which employees are measured, named: quantity, quality, dependability and knowledge. This theory shared with Griffin et al. (1981). And the theory results in the work of, Hunter (1986) stated in their literature review that there are few correct objectives to measure employees' performance, one alternative is used in the study, namely: employee performance as the average numbers of units produced per hour for one day are called productivity.

According to Griffin et al. (1981) specified that there are some other options to measure employees' performance accurately, but they have more to do with productivity, for example: employees' performance knowing as the number of units produced divided by total time per minute. And the five job features are (skill variety, task identity, task significance, autonomy and feedback) can bring the employee to three critical psychological states, namely: experienced of the work, experienced responsibility for the results of work and knowledge of the actual results of the work activities. According to Favara (2009) employee performance the degree to which an individual has completed the requirements of his or her job description. Furthermore employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment. Performance is associated with quantity of output, quality of output, timeliness of output, attendance on the job, efficiency of the work, and effectiveness of work completed (Mathis & Jackson 2009). However, for the purpose of this study, the researcher defines the ability both (physical and psychological) to execute a specific task in specific manner by focusing on three variables as: quantity of work, quality of work and speed of work achievement.

2.9 The relationship between training and employees performance

Most of the previous studies provide the evidence that there is a strong positive relationship between human resource management practices and organizational performance (Purcell et al., 2000). According to Guest (1997) mentioned in his study that training and development programs ,as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart et al., 2005). According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work-life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al.(2005) this employee superior performance occur only because of good quality training program that leads to employee motivation and their needs fulfillment.

According to Wright and Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through

training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner.

However, employee performance is also affected by some environmental factors such as corporate culture, organizational structure, job design, performance appraisal systems, power and politics prevailing in the firm and the group dynamics. If the above mentioned problems exist in the firm, employee performance decreases not due to lack of relevant knowledge, skills and attitude, but because of above mentioned hurdles. To make training effective and to ensure positive effect of training on employee performance these elements should be taken into consideration Wright and Geroy (2001). Besides, Eisenberger et al. (1986) stated that workers feel more committed to the firm, when they feel organizational commitment towards them and thus show higher performance.

Bartel (1994), reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, (Swart et al., 2005), it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employee performance. In addition, Ahmad and Bakar (2003) concluded that high level of employee commitment is achieved if training achieves learning outcomes and improves the performance, both on individual and organizational level. These findings are also consistent with the results of Kim (2006) research work. Generally, it can be debated that the effect of training program on employee outcomes such as motivation, job satisfaction and organizational commitment, did not received much attention so far. Rare work was done to test whether firms can affect their workers attitude, through proper training interventions. According to Lang (1992) training should be planned in such a way that it results in organizational commitment. On the other hand Gaertner and Nollen (1989) proposed that employees' commitment is a result of some human resource practices, that is, succession planning and promotions, career development and training opportunities. All these practices, when achieved results in greater employee performance. Moreover, Meyer and Smith (2000), investigate the link between Human Resource Management practices and organizational commitment, so as to discover the causes of effective employee performance.

Although the above literature provides the evidences regarding the benefits of training and its positive influence on employee performance, Cheramie et al. (2007), argued that, management, mostly feel hesitant while investing in its human resource due to various reasons. Sometime, in spite of receiving effective and timely training programs, employee are intended to cash it for the sake of their own market value and employment opportunity , or willing to change job just because of higher salaries, and thus, firm investment in training results as a cost rather than profit. It is also observed that due to the resistance of the organization towards offering training, propels individuals to invest themselves for their career development and greater performance (Baruch, 2006).

As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate to avoid human resource obsolescence that may occur because of demographic factors such as age, attitude or the inability to cope with the technological changes. Obisi (2001) reported that training is a systematic process of enhancing the knowledge, skills and attitude, hence leads to satisfactory performance by the employees at job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees.

2.10 hotel industry in general

According to Krishna (1995), hotels serve as a —home away from home for the travelling public. When the first roads were built in Britain, Merchants and other wealthy travelers journeyed to various parts of the country. At points on their journeys shelter, food and drink were to be found at road side taverns. Later on monasteries provided hospitality to raise money for the church. Large manor houses scattered throughout the country provided services to travelers. When the manor houses began to be taxed the lords of the manors began converting their homes into inns. An inn could provide rest but a tavern could provide only food and drink. Gradually the inns and taverns improved in quality and standard. The first inn located in America was recorded in the year 1607 and lead the way with many other firsts in the hospitality industry. The first publicly held hotel (the city hotel) opened in New York in 1792. The first modern hotel named Tremont opened in Boston 1809 and the first business hotel (the Buffalo Statler) opened in 1908. From there a surge of hotels flooded American and the rest of the World with prominent names such as Radisson, Marriot and Hilton. Mackenzie M. and Chan B.(2009)

Types of Hotels or classification of hotel by type

According to Walker, J R. (2006) Internationally Hotels are classified according to the hotel size, location, target markets, levels of service, facilities provided, number of rooms, ownership and affiliation etc.

1. Size - Or number of rooms

Under 200 rooms

200 to 399 rooms

400 to 700 rooms

More than 700 rooms

The above categories enable hotels of similar size to compare operating procedures and statistical results.

2. Target Markets

Hotel targets many markets and can be classified according to the markets they attempt to attract their guests. Common type of markets include business, airport, suites, residential, resort, timeshare, casino, convention and conference hotels.

Business Hotels: - These hotels are the largest group of hotel types and they primarily cater to business travellers and usually located in downtown or business districts. Although Business hotels primarily serves business travellers, many tour groups, individual tourists and small conference groups find these hotels attractive. Guest amenities at business hotels may include complimentary newspapers, morning coffee; free local telephone calls, Breakfast etc.

Airport Hotels: - These type of hotels typically target business clientele, airline passengers with overnight travel layovers or cancelled flights and airline crews or staff. Some hotels might give free transport between hotel and airport. Some Airport hotels also charges the guest by hour instead of normal daily night charges.

Suite Hotels: - These kind of hotels are the latest trend and the fastest growing segments in the hotel industry. Such hotels have a living room and a separate bedroom. Professionals such as accountants, lawyers, business men and executives find suite hotels particularly attractive as they can work and also entertain in an area besides the bedroom.

Extended Stay Hotels: - Extended stay hotels is somewhat similar to the suite hotels, but usually offers kitchen amenities in the room. These kinds of hotels are for longstayers who wants to stay more than a week and does not want to spend on hotel facilities.

Serviced Apartments: - Serviced Apartment / Residential hotels provide long-term or permanent accommodation for Guest. Usually guest makes a lease agreement with the hotel for minimum of one month up to a year. Rooms generally include living room, bedroom, kitchen , private balcony , washing machines , kitchen utensils etc. Unlike normal hotels Serviced apartment only provide weekly one housekeeping service.

Resort Hotels: - Resort hotels are usually located in the mountains, on an island , or in some other exotic locations away from city's . These hotels have recreational facilities , scenery , golf , tennis , sailing , skiing and swimming . Resort hotels provide enjoyable and memorable guest experiences that encourage guest to repeat to the resort.

Bed and Breakfast / Homestays :- These are houses with rooms converted into overnight facilities , this can size up to 1 to 10 guest rooms . They are also known as 'Home Stay's'. The owner of the B&B usually stay on the premises and is responsible for serving breakfast to guest

Timeshare / Vacation Rentals: - Another new type or segment of the hospitality industry is the timeshare hotels. These are sometimes referred to as " Vacation-interval" hotels . Timeshare hotels are where the guests who purchase the ownership of accommodations for a specific period. These owners may also have the unit rented out by the management company that operates the hotel.

Casino Hotels :- Hotels with gambling facilities are called Casino Hotels .Although the food and beverage operations in casino is luxurious their functions is secondary to and supportive of casino operations.

Conference and Convention Centres: - These type of hotels focus on meeting and conferences and overnight accommodation for meeting attendees. They also provide video conferencing facility, audiovisual equipment, business services , flexible seating arrangements , flipchart etc. These hotels mostly located outside the metropolitan areas and have facilities like golf , swimming pools , tennis courts , fitness centres , spas etc.

3. Levels Of service

World class service: - These are also called luxury / Five Start hotels , they target top business executives, entertainment celebrities , high- ranking political figures, and wealthy clientele as their primary markets . They provide upscale restaurants and lounges , Valet, concierge services and also private dining facilities .

Mid-Range Service: - Hotels offering mid-range or otherwise 3 to 4 star hotels service appeal the largest segment of the travelling public . This kind of hotels does not provide elaborate service and have a adequate staffing . They also provide uniformed service , food and beverage room service, in room entertainment's and also Wi-Fi etc.

Budget / Limited Service: These hotels provide clean , comfortable , safe , inexpensive rooms and meet the basic need of guests . Budget hotels appeal primarily to budget minded travellers who wants a room with minimum services and amenities required for comfortable stay, without unnecessary paying additional cost for costly services.

4. Ownership and Affiliations

Independent / Single Owner Hotels :- They do not have identifiable ownership or management affiliation with other properties. Example for the same would be family owned and operated hotel that is not following any corporate policies or procedures.

Chain hotels :- Hotels which are part of a hotel chain and these kind of ownership usually imposes certain minimum standards, rules , policies and procedures to restrict affiliate activities . In general the more centralized the organization the stronger the control over the individual property .

2.10.1 Hotel industry in Ethiopia

A relative increase of investment is recently observed in the hotel & tourism sector. The hotel industry consists of many different services, including accommodation, restaurants, cafes and catering. The market for the hotel industry, especially classified hotels in a developing country like Ethiopia, is closely linked to the tourism industry, because a majority of consumers for the sector services come from international tourists. According to the United Nations Statistical Commission, tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year and staying at least 24 hours in the country visited. The total number of international tourists arriving in Ethiopia is steadily increasing. As the gateway of all international inbound, outbound and transit tourists/passengers, Addis Ababa has been taking the lion's share in the country's tourist arrivals hosting an estimated 95-99% of the total international tourist arrivals. With an additional 39 million international tourists, up from 996 million worldwide in 2011, international tourist arrivals surpassed 1 billion (1.035 billion) for the first time in history in 2012. The African continent receives approximately 5% of international tourist arrivals in 2011. In the same year, there were over 50.17 million international tourist arrivals to Africa, an increase of 0.9% over 2010. Compared with other world countries, Ethiopia's share in international tourist arrivals, increased from 0.03% in 2005, to 0.053% in 2011. The Inbound Tourist Arrivals in Ethiopia continued to grow from 76,844 in 1989, to 115,000 in 1999, 184,078 in 2004, 427,286 in 2009 and reaching 523,438 in 2011. During the year 2011, Ethiopia witnessed a positive tourist growth of 11.8 % over 2010. The compound annual growth rate in Inbound Tourist Arrivals in Ethiopia during 1989 to 2011 was 9.7%. (Ebisa & Andualem 2013)

Ethiopia has a small number of hotels which are, generally, of poor standard. For instance, when we compare the number of international standard hotels in Ethiopia with hotels in countries like Egypt, Morocco and Kenya we notice a big difference in number. The international hotel classification system is adopted in Ethiopia and hotels are classified into categories with stars from one to five and hotels without stars. According to Ministry of Culture and Tourism (MCT) Tourism Statistics Bulletin of (2009), the total number of hotels in Ethiopia in the year 2009 was 426. Recent data on the number of hotels in the country was unavailable. As a result, to estimate the total number of hotels in 2012, we can take a 20% growth rates over 2009 making it 511

hotels in the country. This number includes all five stars, four stars, three stars, two stars, one star and not classified categories of hotels.

2.10.2 Hotel industry in Addis Ababa

Addis Ababa is the Capital city of the Country where literally says the heartbeat of Ethiopia. Emperor Menelik II and his wife Taitu founded the city in 1889 by constructing his palace in Entoto. Addis Ababa is now a diplomatic city where many international institutions are located, the first hotel also founded by the two couples and named Taitu hotel in 1898 and exists to date, this footstep of the hotel industry followed by many standard hotels in the country. Many other hotels like Ras Hotel, Bekele Molla, Ghion, Guenet, Finifine Adarash, Wabi Shebelle, Hilton, and Ethiopia hotels are among some that followed the tread of Taitu hotel. From 1970-1975 there are many hotels from small to medium range has been developed throughout the country, especially to the northern parts of the country many government hotels flourished following the tourist attractions of Ethiopia. (Ministry of Tourism,2012)

The hotel industry consists of many different services, including accommodation, restaurants, cafes and catering. The market for the hotel industry, especially classified hotels in a developing country like Ethiopia, is closely linked to the tourism industry, because a majority of consumers for the sector services come from international tourists.

2.11 Conceptual frame work

After reviewing the literature it was found that there is a relationship between training and employee performance. Hence, training can be used as a tool to improve employee's performance through improvement of technical skill, functional skill motivation and loyalty. The review of the literature leads the researcher to construct conceptual frame work that illustrates the relationship between training and employee performance, in the presence of intervening variables.

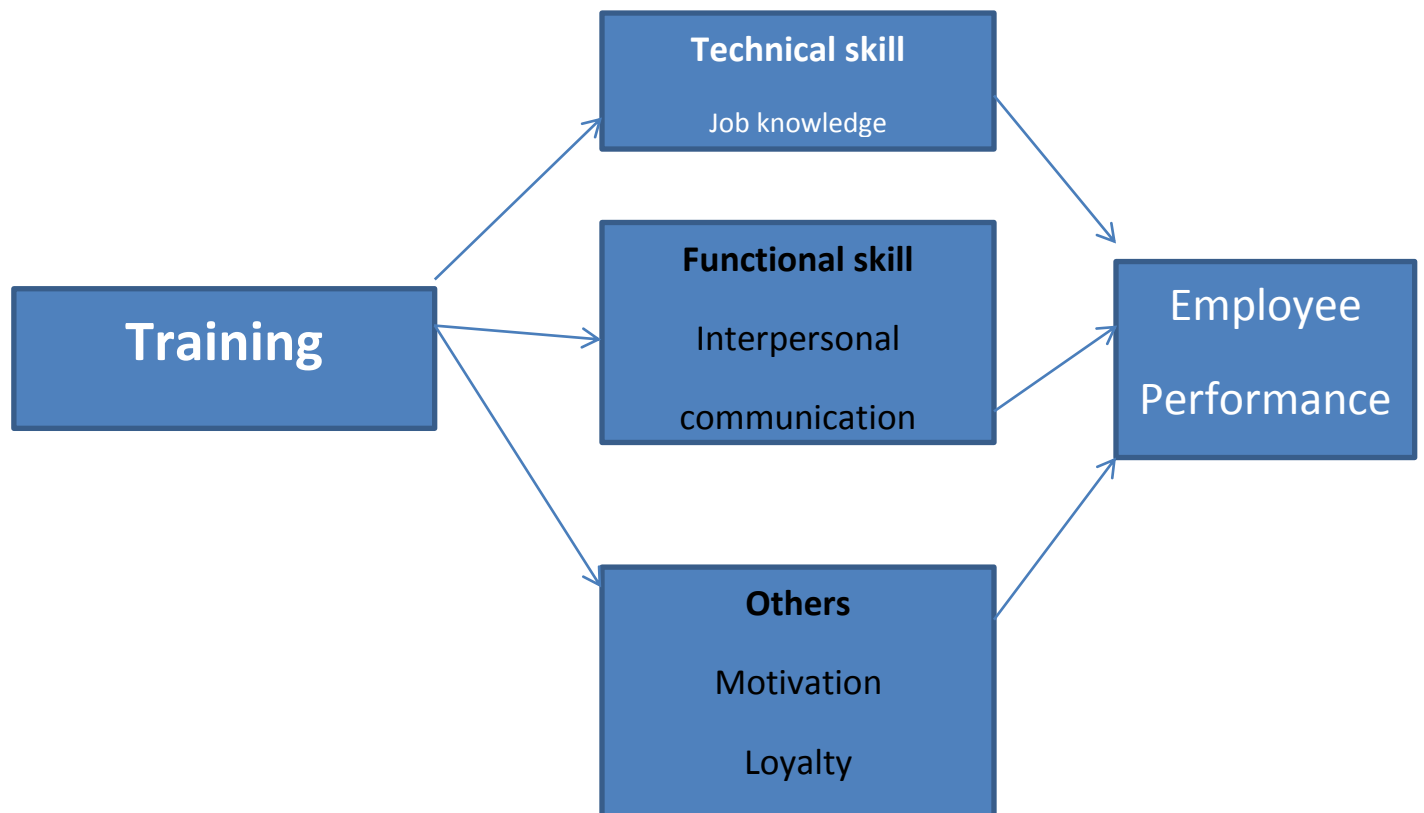


Figure 2 conceptual frame work

Source: review of literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology which was used in gathering the data, the population of the study, sample size and sampling procedure. It discusses the research design, sources and types of data which was collected at the time of the study and type of data analysis.

3.2 Research design

There are several research designs in use based on the nature and type of the research being done. In this study, Descriptive design with qualitative and quantitative approach was used in order to ascertain and be able to describe the characteristics of variables of interest in situation. Descriptive approach has the advantage in explaining, describing in details and it is best in analyzing the problems. This method is found to be very essential for this study because it helps to clarify points that are discussed. In addition the study is also said to be co relational in design because there is intent to establish the relationship between dependent and independent variable of the study. Co relational research aims to ascertain if there is a significant association between two variables (Reid, 1987).

3.3 Study area

The study area for this research is Addis Ababa, Ethiopia which is the economic and political capital city of Ethiopia. The city is also the center for different tourism business organizations including hotel. Now a day the hospitality business is playing a great role for the development of tourism industry in the country. (BOFED, 2013) From the hotels located in Addis Ababa this study was done on the chain hotels. The hoteling business, especially if it is on international level, needs skilled and well trained professionals to run the business and to get the expected return. Thus this part of the industry is selected purposively to gain better picture of the issue.

3.4 Population of the study

According to the data gained from ministry of culture and tourism there are six chain hotels operating in Addis Ababa. From these 6 chain hotels Golden Tulip hotel has randomly selected by using lottery method. These hotels was opened before two years and has 183 employees,

3.5 Sampling Framework and Sampling Techniques

It is decided to use the data of ministry of culture and tourism to select the sample hotels. There are 6 chain hotels currently operating in Addis Ababa. Those are Hilton Addis Ababa, Sheraton Addis, Radisson blu, Marriot international executive apartments, Ramada Addis and golden tulip. Out of these 6 chain hotels Golden Tulip hotel has randomly selected by using lottery method in order to give them equal chance of being included in the study. Thus, it is believed that the researcher need not take the whole number of chain Hotels as the result of a good representative samples have the same characteristics as an equal size of the whole (Zikmund, et.al,2009).

This hotel has the total population number of 183 employees' .by using the following formula it is decided to use 132 samples.

$$n = \frac{X^2 * N * P * (1-P)}{(ME^2 * (N-1)) + (X^2 * P * (1-P))}$$

Where :

n = sample size

X^2 = Chi – square for the specified confidence level at 1 degree of freedom

N = Population Size

P = population proportion (.50 in this table)

ME = desired Margin of Error (expressed as a proportion)

3.6 Data sources

Qualitative and quantitative data expected to address the research objectives was collected from different sources. The survey questionnaire was used to collect the primary data from the samples selected using simple random sampling and in-depth interview was done with the

training manager of one of the hotels. The sources for secondary data were books, reports, articles, internet web pages and other relevant materials.

3.7 Instruments of data collections

The proposed study was done based on both primary and secondary data.

3.7.1 Primary Data Collection

A. Survey Questionnaire

Primary data was collected from the hotels by using self-administered questionnaires that comprise both close and open ended questions. The questionnaires were distributed to the selected sample of 3 hotels.

B. Key Informants Interview

The Qualitative data was collected by using semi structured interview of training manager of the hotel. This manager has direct link with the study objective. She has the deeper understanding about the interface between training and organizational performance.

3.7.2 Secondary data collection

Secondary data was also used in this study by reviewing, books, reports, articles, internet web pages and other relevant materials. Secondary data was useful in providing the general information about the issue raised and also about the industry.

3.8 Data organization, presentation analysis and interpretation tools

The data analysis technique that was employed involves organizing the detail, categorizing the data into meaning full themes, looking for and identifying patterns. The data gained from primary and secondary source was analyzed using qualitative and quantitative approach as based on theories and principles, to simplify the data analysis the row data was coded and entered into computer for processing it using the statistical package for social studies (SPSS 22). Descriptive

statistical indexes like frequency distribution, percentage, mean and standard deviation were calculated and used for analyzing.

3.9. Ethical Consideration

Ethical clearance and permission obtained from the institutional review board Faculty of Business and Economics of Addis Ababa University, Ethiopia. Permission is also granted from Golden Tulip Hotel through formal letter. Participation in the study was on the voluntary basis and participants are asked for willingness before they are provided the questionnaire. The subjects are also assured that their responses used only for the purpose of the study. An attempt is made to first explain the objectives and significance of the study to the respondents. Name and other identifying information are not used in the study. The researcher safeguarded all information related to the participants. Their privacy, identity and confidentiality are maintained by assigning them code numbers instead of names (anonymity).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 characteristics of respondents

From a total of 132 employees during the data collection period 102 respondents were interviewed and a response rate was 77.27%. This was due to the absence of employees during the period of data collection and some of them were refusal. The mean age of the respondents was 28 years with ± 5.54 SD, with the age range of 19 to 48 years. Among those most were between 21-30 years (41%). The majority of the employees (57%) were married.

4.1.1 Gender of respondents

As shown in the table below, a total of 132 people responded to the questionnaire in the study and 43% of the respondents to the study were male.

Table 1 Gender of respondents

Gender	Frequency	Percentage
Male	57	43%
Female	75	57%
Total	132	100%

4.1.2 Age of respondents

The data obtained from the questionnaire, shown in Table 2, reveals that 78 respondents between 21 to 30 years of age representing 59%. 15 respondents were less than 20 years of age representing 11% and 35 respondents each between 31 to 40 years of age representing 26.5% respectively. 4 respondents were more than 40 years representing 3.5%.

Table 2; Age distribution of respondents

Age	Frequency	Percentage
<20	15	11%
21-30	78	59%
31-40	35	26.5%
>40	4	3.5%
Total	132	100%

4.1.3 Education background of respondents

The respondents from the hotels hold a range of educational qualifications falling between secondary level and post degree level. Of the respondents from the employees, 16.6% had an education from the secondary level, 42.2% had on education from the diploma level, 37.8% had on education from the degree level and only 3% had education from the post degree level.

Table 3; Education background of Respondents

Educational Background	Frequency	Percentage
Secondary	22	16.6%
Diploma	56	42.4%
First Degree	50	37.8%
> First Degree	4	3%
Total	132	100%

4.1.4. Marital status of respondent

Figure 1 presents the marital status of the employees who participated in the questionnaire. The results revealed that respondents which were married took the majority with 66, representing 50%, 57 were single representing 43.2% and 9 were divorced representing 6.81%.

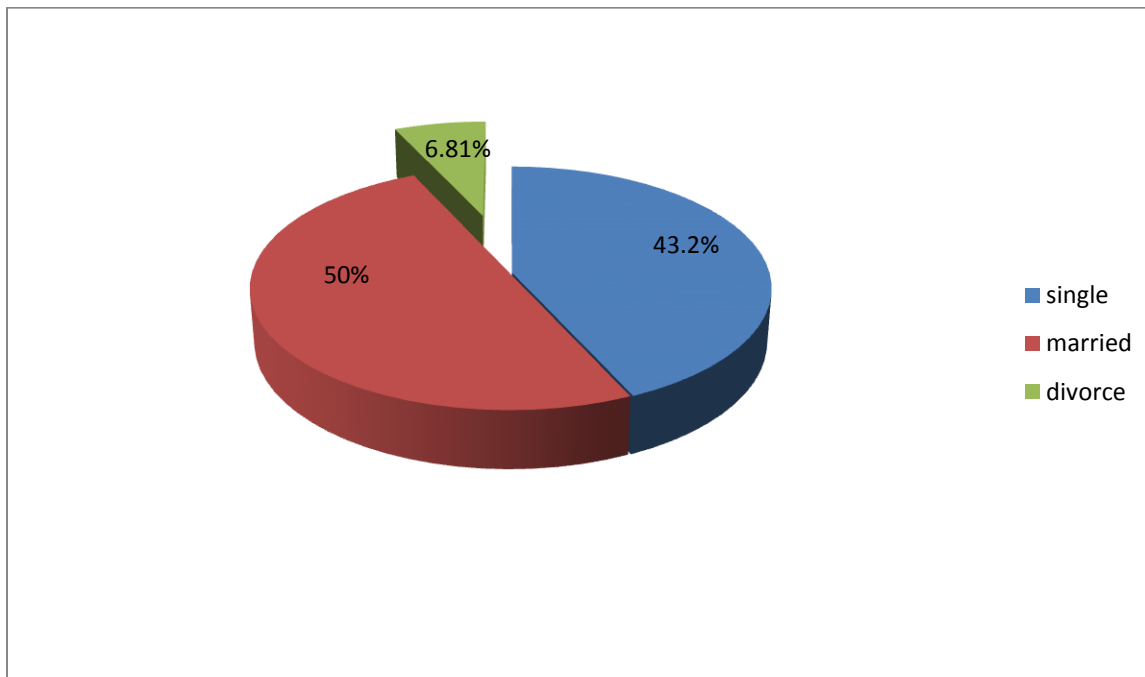


Figure 1: Marital Status of Respondent, 2017

4.1.5 Work experience of respondents

As illustrated in Figure 2 below, it is evident that over 62% of the respondents have worked for the hotels for less than 1 to 2 years, 29.5% of the sample have worked for the hotels for at most one year, 27.3% have worked for 2 to 4 years and the remaining 13.2% have worked for over 4 years.

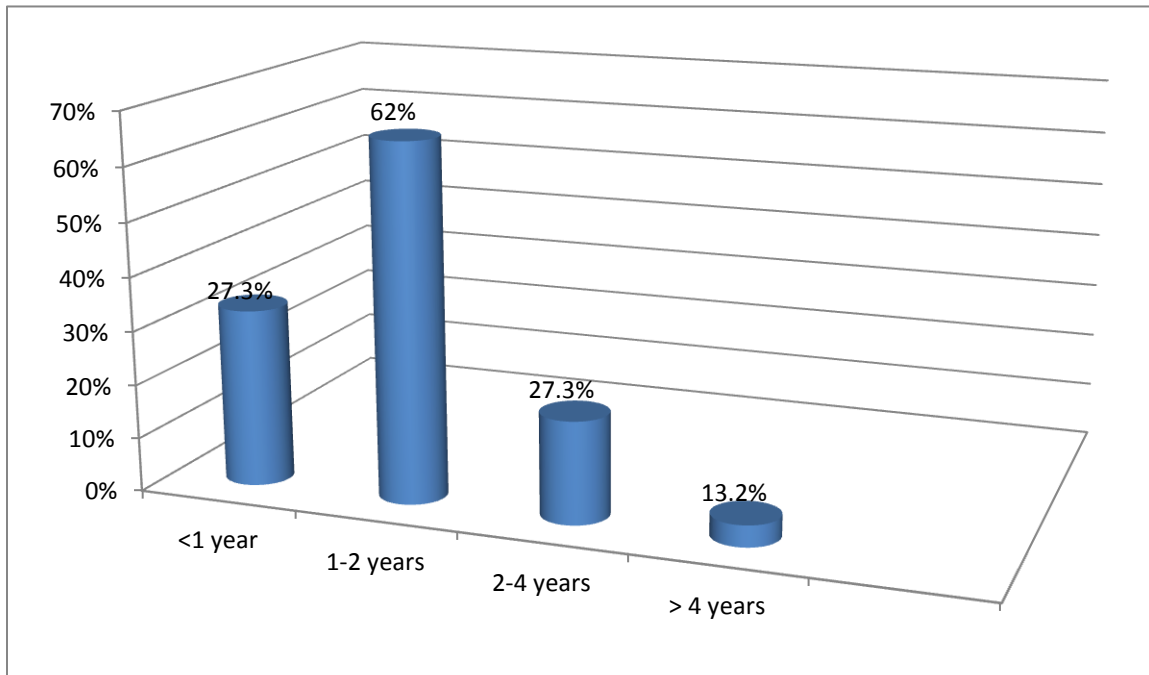


Figure 2: frequency of work experience of respondents, 2017

4.2 Reliability Test

A reliability analysis was conducted to each variable of the instrument. The reliability of the measures was examined through the calculation of Cronbach's alpha coefficients. For scale acceptability, Hair et al. (1998) suggested that Cronbach's alpha coefficient of construct is 0.6. The instrument for this study contains 17 items that are in a Likert scale type.

Table 4.3; shows that instrument used in this study was reliable with Cronbach's alpha value of first independent variable (Training practice) 0.959, and delivery mode with coefficients of 0.991 and with Cronbach's alpha value of Employee performance (dependent variable) 0.987. The Cronbach's alpha values for all the variables considered are greater than 0.6 and this indicates the items in each of the domains are well understood by the respondents.

Table 4; Reliability Analysis

Scale	Cronbach's alpha	Items
	Coefficients	
Training practice	0.959	6
Deliver mode	0.991	7
Employee performance	0.987	11

4.3 training practice, training delivery mode and employee performance

Training practice

The respondents answered the questions on the scale of 1 to 5 of which 1 is for strongly disagree; 2 for disagree; 3 for no comment; 4 for agreed and 5 for strongly agreed .

Table 5; training provision on quality service

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	8	11	18	62	33
Percentage	6.1%	8.3%	13.6%	47%	25%

Interpretation:

The 62% of employee's option to 4 on scale which means they agree in the hotel industry view that training program inside the organization were provided. 25% employees strongly agree with the issue. 11% respondents disagreed with the training provided.

Table 6; provision of training for new staffs

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	4	8	12	83	25
Percentage	3.15%	6.06%	9.09%	62.8%	18.9%

Interpretation:

The sample size responded to new staff training induction on scale 1 to 5 as 25% of the selected sample size strongly agreed while 62.8% just agreed to it. 9.09% respondents remaining without comment, 6.06% disagree that training program for new staff is going on.

Table 7; training provision on quality service

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	6	5	22	74	25
Percentage	4.66%	3.78%	16.6%	56.06%	18.9%

Interpretation:

56.06% of employees were agreed in the hotel industry view that training program inside the organization covers all aspect of quality. 18.9 % employees strongly agree to quality of training program of company. 3.78% respondents disagreed with the quality of training program.

Table 8; practical training

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	5	3	18	82	24
Percentage	3.78%	2.27%	13.63%	62.12%	18.1%

Interpretation:

The setting of targets and attaining objectives are done through involving employees in the training program with practice are agreed by 82 employees which means 62.12% agree to it, 24 respondents strongly agree that training program with practice as a tool to attain targets which means 18.1%, altogether it is 80.22% of sample size that agree where as 6.05% do not agree to it. 13.63% of sample size is undecided about it.

Training delivery Mode

Table 9; provision of on job training

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	0	2	12	58	60
Percentage	0%	1.51%	9.09%	43.93%	45.45%

Interpretation:

Most of the respondents agree that yes, the hotel uses on-job training. 45.45% strongly agree and 58% simply agree which means 89.38% in total agree about the issue. 9.09% remaining indifferent about it and only 1.51% do not agree.

Table 10; Demonstration method of training delivery

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	3	5	9	50	65
Percentage	3.8%	1.7%	18.6%	28.3%	48.5%

Interpretation:

The respondents were asked if the hotel uses demonstration as a means of delivering trainings and 50% agree that job satisfaction is clearer when training program is undertaken. 65% strongly agree and 18.6% just don't have any comment but 1.7% (5) disagree.

Employee performance**Table 11; The need for training**

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	2	4	18	37	71
Percentage	1.3%	1.3%	27.4%	49.4%	20.7%

Interpretation:

The sample size of 132 responded to this question on different scales as 5 very high level, 4 middle level, 3 no comment, 2 low level and 1 very low level. This means that 70.1% employees feel that were essential if they participate in the training program

Table 12; aims and goals of the organization and training

	Very low level	Low level	No comment	Middle level	Veryhigh level
Frequency	3	3	26	44	56
Percentage	2.27%	2.27%	19.69%	33.33%	42.42%

Interpretation:

To establish a link between training and the organizational goals and aims, this question was asked and the responses show that 75.75% workers believe that training were given for employees to be more committed towards the organizational goals and targets. As the figure

suggests that 42.42% at very high level and 33.33% at middle level so the majority of respondents agree to it.

Table 13: effect of training on competence

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	0	2	8	37	85
Percentage	0%	1.51%	6.06%	20.03%	64.39%

Interpretation:

122 Out of 132 employees agree at more level which keep them competent when they participates in the training programs, this account to 84.42% employees, out of which 20.03% at middle level, and 64.39% at very high level but 6.06% remain undecided about it. 1.51% employees altogether at low level that training program helps them to develop their skill.

Table 14; Effect of training on productivity

	Verylow level	Low level	No comment	Middle level	Veryhigh level
Frequency	1	3	5	57	66
Percentage	0.75%	2.27%	3.78%	43.18%	50%

Interpretation:

66 out of 132 employees targeted in questionnaire agree with very high level that training program help in increasing their productivity, this means 50% respondents have experienced that after participation in the training program, their productivity has enhanced. 57 view training program as the middle to have increase the productivity which means 43.18% with middle level. Total 93.18% believe that training program help them in the increment in their productivity. On the other hand 3 of them agree with low level and only 1 agree with very low level, which makes 3.02% disagree that productivity increases after participation in the training program.

Table 15; Importance of training for the employee and the organization

	Verylow level	Low level	No comment	Middle level	Veryhigh level
Frequency	4	6	9	46	67
Percentage	3.03%	4.54%	6.81%	34.84%	50.75%

Interpretation:

113 Out of 132 employees agree at more level that training program is essential for both of an employee and of an organization, this account to 85.59% employees, out of which 34.84% with middle level, and 50.75% with very high level but 6.81% remain undecided about it. 7.57% employees altogether disagree that training program helps neither of the two.

4.4 Data Analysis Techniques

4.4.1 Correlation

Correlation coefficient is a non-parametric measure of statistical dependence between two variables. The correlation in this study was between training practice, independent variables and employee performance dependent variable. From the below table it is possible to see the mean of each variables are above neutral which shows that all variables are significant.

Table 16 Descriptive statistics

Scale	Mean	Standard Deviation	Items	N
Training practice	3.682	0.979	6	237
Deliver Mode	3.932	0.810	7	237
Employee performance	3.913	0.771	11	237

The relationship between training practice and employee performance was measured using correlation analysis. As indicate in the table below the association between independent and dependent variables is positive. Significant relationship is also found among the variables. The independent variables of training have a positive correlation with the outcome of employee

performance at 0.000 significant levels. This indicates that the proper training system was improving the overall employee performance of the Hotels. Hence Hotels should be able to develop training plans with clear training program for the better outcome of an employee. It contributes heavily to employee’s performance and overall organization performance for a better future.

Scale		Training practice	Delivery Mode	Employee performance
Training practice	Pearson correlation	1	0.883**	0.837**
	Sig. (2-tailed)		0.000	0.000
	Covariance	1.425	0.582	1.068
	N	237	237	237
Delivery Mode	Pearson correlation	1	0.902**	0.837**
	Sig. (2-tailed)	0.000		0.000
	Covariance	0.621	0.564	0.582
	N	237	237	237
Employee performance	Pearson correlation	0.920**	0.855**	1
	Sig. (2-tailed)	0.000	0.000	
	Covariance	0.601	0.564	0.631
	N	237	237	237

Interview result

The human resource manager of golden tulip hotel has been working for 2 years in the hotel. She helped me by answering the interview question .the answers are summarized as follows.

The training and development need of the employees is determined through conducting need assessment, finding a training gap, skill of the staff and through making evaluation methods. The hotel does an assessment on employee skills and development after the training is conducted and before the training is conducted. The hotel uses different type and methods of training. Those are

1. External Training facilities – They work on some external training and development organizations specifically on Hotel Management, Ethiopian Ministry of Culture and Tourism,
2. In-House Training- Department Heads/Supervisors/ have taken the Train the Trainer courses and get certified to give a training for staffs under them. As per the SOP/Standard Operating Procedure) each SOP's is given for staffs.
3. Cross Training- Staffs are allowed to take their time after their regular work schedule and gets a cross training in areas of fields that have made educational preparation and desire/interest to change their job title, carrier objectives. The session will be given for 90 days for 2 hours for each day.

HR training and the performance of the organization and employees have a positive relation. The Human resource is a base since it is more functional on the human development section. Trainings can motivate staffs, increase work performance and Staff skill, knowledge and attitude. And also the actual performances and positive attitude of employees has improved due to the development of skills required for the job by means of training. As it is mentioned on above, through training, staffs increase their skills, knowledge and attitude. These enhance individual work performance, job satisfaction. In relation with all this the organizational performance will increase as a whole. Additionally a skilled and motivated staffs will create a customer satisfaction, and enhance organizational performance. Finally the objective of the training is to make a change on staffs in skills, personal development, job satisfaction and motivation. This of course, demands individual commitment to get well acquainted. The objective mainly concerned

with to develop self-motivated employees, having imitation, team work player, attitude change. So, it is included the psychological makeup of the staffs towards job related issues. Human development is one part of the modern Human resource Management. Taking disciplinary measures is replaced in developing a positive and work behavior attitude towards employees. So, as a hotel, especially a brand hotel more emphasis is given for training and development, follow-up and keeping the standard of the working procedure.

4.4.3 Summary of findings

- There were two methods which have been used in the study, interview and questioner. From both methods it is clear that there is a strong relationship between training and employee performance.
- It is also clear that in hotel employees are very much interested in being trained. Feedbacks indicate that employees are very much satisfied by training.
- Organization employees improve the job related skills and become more competent when they are trained. Outcome of the research shows that 70.4% (115) hotel employee feel that the training program actually helps them to develop more and they can work more efficiently and has an interest in the work to attain job satisfaction.
- The respondents, which are selected for the study said that training programs improve the actual performance and the basic need of the training program is actually been, notice by the performance appraisal.
- The question which investigates if training actually is very helpful and essential shows 70.1% are agreed. Furthermore 93.18% employee thinks that their productivity is just because of the training they received.
- 71% of the survey people think that their path is clearer and make them to know what they are doing after getting trained.
- 84.42% of the candidate says that there social interaction, skills, knowledge and attitude gets better by attending the training sessions.
- The result of the interview also reveals that training plays an important role on employee's performance. So that that the hotel gives high attention for giving training for its employees.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The results indicated that there is a significant and positive relationship between training and employee performance. Training plays a very important role in determining the performance of an employee. Thus, there is a positive effect of training programs on employee performance of the Hotel's.

A training programs benefit not only the employer but also the employee, so training should be provided by the organization in relation to performance of the employee and it should be constant across the staff members.

Research clearly shows that training has direct influence on the employee's performance and it tends to increase the overall actual performance of employee. Training improves working efficiency of employees due to advanced level of performance because of training programs.

The Research finding clearly indicate that the actual performance of an employee is being affected by the training sessions. So the correlation between the variables Training & Employee Performance is positive.

Employee perception towards the organization and their performance is clearly affected by human resource training practices in which one of the most significant factor is training which affects the actual employee performance in positive way. Previous researches also say that the performance of the employee has a direct impact on the performance of the employee. Employee performance and human resource training has a very close and positive relation with each other.

5.2 Recommendation

By depending upon the reviewed literatures and the study findings the researcher recommended the following

- As the modern management trend is highly concerned with human capital where training is a part of it, hotels should give high Emphasis for giving trainings for their employees. They should take training as part of their investment.so that as training can increase employees performance and their productive it will have positive impact on their profit and return.
- As the study is conducted on chain hotel where their service should be standard all over the countries they operate and which have high paying and sensitive customers, training should take as an important part on building the employees performance.
- Even if some says that training is expensive by any means, training the human resource should be taken as a long term investment which can in turn rewards the organization by providing highly skilled, competent and well performing employees. So that the organization can get competitive advantage in the market.
- More training programs should be introduced and high emphasis should be given for the selection of the trainees and the delivery mode as it has a significant effect on the output of the training. In addition equal opportunities should be given for all employees for attending the training courses.
- The performance of the employees has a strong link with the human resource training and there for it is important study for the business world to learn about the relationship between the training and the employee performance.

Finally as organizational performance highly linked with employee performance and employee performance relies on the training received, organizations should work hard on developing their employee's performance by giving them the right training.

Recommendation for further researches

As the effect of training with organizational performance can be studied in different ways on other type hotels rather than the chain hotels, other researches should be done on the issue in order to fill the knowledge gap.

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Annex

አዲስ አበባ ዩኒቨርሲቲ

ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

ማኔጅመንት ዲፓርትመንት

መጠይቅ(questionnaire)

እኔ በአሁኑ ሰአት በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስ አስተዳደር የሁለተኛ ዲግሪ ተማሪ ስሆን የመመረቄያ ጥናቴን ስልጠናና የድርጅት ብቃት ያላቸው ተዛማጅነት በእንግሊዘኛው(the interface between training and organizational performance)በሚል ርዕስ እየሠራሁ እገኛለሁ።የዚህ መጠየቅ አላማም የሰራተኞች ስልጠና የድርጅት ብቃት ላይ በምን መልኩ ተፅእኖ ሊያሳድር እንደሚችል መረጃ መሰብሰብ ሲሆን፤ይህንን ለማሳካት የእርስዎ ትብብር በእጅጉ ያስፈልገኛል።በዚህ መጠይቅ ላይም ስምዎን መጥቀስ እንደማያስፈልግ እና ምላሹም በሚሰጠር እንደሚጠበቅ ልገልፅ እወዳለሁ።ሰለዚህም ለመጠይቁ መልስዎን በመስጠት እንዲተባበሩኝ በአክብሮት እጠይቃለሁ።

ማኛውም አይነት ጥያቄ ካለዎ ከታች በተገለፀው አድራሻዬ ሊያገኙኝ ይችላሉ።

ውብአለምታደሰ

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ስለትብብርዎአመሰግናለሁ!!

➤ ትክክል ነው ብለው ያሰቡት መልስ ፊት ለፊት ባለው ሳጥን ውስጥ የራይት (✓) ምልክት ያድርጉ።

ክፍል አንድ: የግልሁኔታ

ጥያቄዎች		ምላሽ
1	ይታ	1. ወንድ <input type="checkbox"/> 2. ሴት <input type="checkbox"/>
2	እድሜ	1. ከ20 ዓመት በታች <input type="checkbox"/> 2. 21-30 <input type="checkbox"/> 3. 31-40 <input type="checkbox"/> 4. ከ40 ዓመት በላይ <input type="checkbox"/>
3	የትምህርት ደረጃ	1. 2ኛ ደረጃ ከዚያ በታች <input type="checkbox"/> 2. ዲፕሎማ <input type="checkbox"/> 3. የመጀመሪያ ዲግሪ <input type="checkbox"/> 4. 2ኛ ዲግሪ ከዚያ በላይ <input type="checkbox"/>
4	የቤተሰብ ሁኔታ	1. ያገባ 2. ያላገባ 3. የፈታ
5	የስራ መደብ	
6	በድርጅቱ ውስጥ ለምን ያህል ጊዜ አገልግላለሁ	1. ከ1 ዓመት በታች <input type="checkbox"/> 2. ከ1-2 ዓመት <input type="checkbox"/> 3. ከ2-4 ዓመት <input type="checkbox"/> 4. ከ4 ዓመት በላይ <input type="checkbox"/>
7	በእስካሁን ቆይታዎ በድርጅቱ ውስጥ የወሰዱት ስልጠናዎች	1. አለ <input type="checkbox"/> 2. የለም <input type="checkbox"/>

ክፍል ሁለት፡ የስልጠና አሰጣጥ

ከዚህ በታች ከ1-6 የተሰጡትን መግለጫዎች (statements) በምን ያህል እንደሚስማሙባቸው ከ1-5 በተሰጠው ሳጥን ውስጥ የራይት (✓) ምልክት በማድረግ ይግለጹ።

1	2	3	4	5
በጣምአልስማማም	አልስማማም	ሀሳብየለላኝም	እስማማለሁ	በጣምእስማማለሁ

➤ የስልጠናአሰጣጥንበተመለከተ

ተ.ቁ	ጥያቄ	በጣምአል ስማማም (1)	አልስ ማማም (2)	ሀሳብየ ለላኝም (3)	እስማ ማለሁ (4)	በጣምእስ ማማለሁ (5)
1	በማንኛውምየሥራመደብላይየተሰማሩሰራተኞችበየወቅቱስልጠና እንዲወስዱይደረጋሉ።					
2	ለአዳዲስሰራተኞችሰራቸውንበአግባቡለመስራትየሚረዳቸውንክህሎትለማዳበርየሚጠቅሙመደበኛስልጠናዎችይሰጣሉ					
3	ድረጅታችንንየአገልግሎትጥራትንበተመለከተለሰራተኞቹበስፋት ስልጠናይሰጣል					
4	በስልጠናጊዜበቂየሆነየተግባርልምምድእንድናደርግይመቻችልናል					
5	ስልጠናየሚያስፈልጋቸውሰራተኞችመደበኛበሆነየብቃትግምገማ ይለያሉ					
6	በስልጠናዎችመጨረሻየስልጠናውንውጤታማነትየሚለካግምገማ ይካሄዳል					

ክፍል ሶስት የስልጠና ሰልጥ

ከዚህ በታች ስልጠና ለአንድ ድርጅት ሊሰጣቸው የሚችላቸው ጥቅሞች ተዘርዝረዋል። በተሰጠው ክፍት ቦታ ላይ

የጸምልክት በማድረግ በተዘረዘሩት ሃሳቦች በምን ያህል ደረጃ እንደሚሰማሙ ይግለጹ።

ተ.ቁ	ጥያቄ	በጣም አልሰማም	አልሰማም	ሀሳብ የለኝም	እሰማለሁ	በጣም እሰማለሁ
		(1)	(2)	(3)	(4)	(5)
1	ድርጅቱ ለሰራተኞች ስልጠና ለመስጠት በሰራ ላይ የሚሰጥ ስልጠናን ይጠቀማል					
2	ድርጅቱ ለሰራተኞች ስልጠና ለመስጠት ከሰራ ውጪ የሚሰጥ ስልጠናን ይጠቀማል					
3	ስልጠናዎች የሚሰጡት በትምህርታዊ መግለጫ (Lecture) መልክ ነው					
4	ስልጠናዎች የሚሰጡት በመግለጫ (Demonstration) መልክ ነው					
5	ስልጠናዎች የሚሰጡት በውይይት (Discussion) መልክ ነው					
6	ስልጠናዎች የሚሰጡት በ (Presentation) መልክ ነው					
7	ስልጠናዎች የሚሰጡት በትምህርታዊ ጉባኤ (Seminar) መልክ ነው					

ክፍል አራት

ከዚህ በታች የተዘረዘሩት ሃሳቦች ስልጠና ከሰራተኞች ብቃት ጋር ያለውን ግንኙነት ይገልጻሉ። እርስዎ በነዚህ ሃሳቦች በምን ያህል ደረጃ ይስማማሉ? የራይት (✓) ምልክት በማድረግ ይግለጹ።

ተ.ቁ	ጥያቄ	በጣም በከፍተኛ ደረጃ	በከፍተኛ ደረጃ	በመካከለኛ ደረጃ	በዝቅተኛ ደረጃ	በጣም በዝቅተኛ ደረጃ
1	በድርጅታችን ውስጥ የሚሰጡ ስልጠናዎች ጠቃሚና ቸውብዎታል					
2	በድርጅቱ ውስጥ የሚሰጡ ስልጠናዎች የድርጅቱን እና የሰራተኛውን ግብችና አላማዎች መሰረት ያደረጉና ቸውብዎታል					
3	ስልጠናዎችን መውሰድ በጠቅላላው ለስራዬ የሚያስፈልገኝን ክህሎት እንዲያብርረድብኛል ብዬ አምናለሁ					
5	ስልጠናዎችን መውሰድ በስራዬ ላይ አዳዲስ ፈጠራዎችን እንድትጨምርና ለደንበኞቼ የተሻለ አገልግሎት እንድትሰጡ ይጠበቅብኛል ብዬ አስባለሁ					
6	የተለያዩ ስልጠናዎችን በጋራ ከመሳተፍ የተነሳ ድርጅቱ ውስጥ ያለው ማህበራዊ ተስተካኝነት ተጠቃሚ ነው					
7	የወሰድኩ አቸው ስልጠናዎች ስራዬን በአግባቡ ለመስራት ረድተውኛል					
8	የድርጅቱን ምርታማነት እና ትርፋማነት ለመጨመር እና ለማላደግ የስልጠና አሰጣጥ ስልጠናዎች ከክልሉ ውጭ አምናለሁ					
9	በስልጠና ላይ ያገኘሁትን እውቀት በስራዬ ላይ ለመተግበር ቸያለሁ					
10	ስልጠና ከድርጅቱ ይልቅ ሰራተኛውን ይጠቅማል ብዬ አምናለሁ					
11	ስልጠና ከሰራተኛው ይልቅ ድርጅቱን ይጠቅማል ብዬ አምናለሁ					