**TRAINING AND ITS IMPACT ON PERFORMANCE OF FIRMS IN THE
HOTEL INDUSTRY:**
(A CASE STUDY OF CICERO HOTEL)

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CHAPTER ONE

1.0 INTRODUCTION

The world is changing rapidly in everyday life. In order to be able to catch up the paces, 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.

It should be able to deal with the effects of the changing world of work, which means that people who work in the Human Resources Department have to be aware of the implications of globalization, technology changes, workforce diversity, labor shortages, 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. (Christina Pomoni 2009.) . Staff training is an essential and indispensable part of Human Resource Management, "the importance and value of staff training has long been recognized. Consider the popular and often repeated quotation, "Give a person a fish and you feed him for a day. Teach a person to fish and you feed him for a lifetime"." (Mcclelland 2007) This understandable and far-sighted saying was from a famous ancient Chinese thinker and philosopher Confucius.

This saying has explained clearly how important it is to train an employee to conquer his/her work than just give him/her a job of income. By observing today's business climate and the exponential growth in technology with its effect on the economy and society, the need for training is more pronounced than ever.

1.1 STATEMENT OF THE PROBLEM

Most employers in the hotel industry always count the cost training will add to their budget without thinking about the significance of the training for both the worker and the employer. They have the idea that, after the employee has been trained, they will leave their employment for another or they may ask for increase in pay after they have acquired the training.

A well trained employee will improve the productivity of the organization, will reduce scrap and rework, less hours will be used in production and employees will be motivated to work if they are trained.

The hotel industry has become very competitive and for one to favourably compete and sustain its competitive advantage, it needs to work on its intellectual capital which is vested in the personnel. If employees are not trained, it may affect the productivity and profitability of the organisation, scrap and rework, more hours will be used and it de-motivates the employees.

1.2 RESEARCH OBJECTIVES

The objectives of the study are classified into general and specific.

The general objective is to find out training and its impact on performance of firms in the hotel industry.

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

1. To find out if there is relationship between training and performance.

2. To find out if training programs benefits only the employee or the employer.

3. To find out if there have been transfer of knowledge from training to the job place.

4. To find out if training evaluation is done.

1.3 RESEARCH QUESTIONS

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

1. Is there a relationship between training and performance?

2. Who benefits from training programs, is it employer or the employee?

3. Is training evaluation done after employees being trained?

4. Has knowledge gained during training been transferred to the job?

1.4 SIGNIFICANCE OF THE STUDY

As an academic exercise, it will afford us the opportunity to contribute knowledge, improve upon our research experience and provide a basis for further research. The study

will be beneficial to hotel managers in recognizing the need to train their employees for organizational 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.

The study is to bring to bear the importance of staff training in the hotel industry and how training equips employee with tools to successfully manage conflict and adopt a client-centered attitude.

More so, the study emphasizes on how employees would learn to anticipate guest needs, actively listen to client requests, observe customer's behaviour and acts accordingly, and to communicate with guest effectively.

It is also highlighted on training session that would introduce techniques to "win" the clients favour, such as maintaining strong eye contact, handling all guest promptly and smiling and thanking the guest upon his departure.

1.5 METHODOLOGY

Research method of this research will be discussed how the data is collected, the contents of the research will also be talked about.

The study will employ the cross sectional survey where a subset of the total population will be examined. This is because the cross-sectional survey views the subset of the population as a whole and allows for a true representation of perceptions of the population.

The main target of the study will be employees of the case hotel. That is Cicero Hotel. In all data will be collected from a total of twenty (20) employees. The research will make use of interrogational method of data collection. Researcher administered and respondent administered questionnaires would be used to collect the data.

The questionnaires will be hand delivered. Two days will be given to the employees to respond to the questionnaire. The responses of the respondents will be categorized under the objectives of the study. The raw data to be collected will be assembled and organized using the frequency table. Statistical package for social scientist (SPSS) would be used to establish the difference and the similarities in responses. Interpretations, descriptions and discussions of the main issues will be based entirely on the frequency distribution and the percentages calculated.

1.6 ORGANISATION OF THE STUDY

The study is group under five chapters each of which talks about details on the topic of the research.

Chapter one is the introductory chapter of the study and contains the following sub-topics, introduction, statement of the problem, research objectives, research questions, significance of the study, methodology, limitation and organisation of the study.

Chapter two centers on literature necessary for the study thus consultation of existing knowledge of impact of training on performance in the hotel industry.

Chapter three captures methodology of the study which includes research design, population and sample, method of data collection, data collection and procedure and data analysis whiles

Chapter four touches on data analysis gathered from the questionnaire. Chapter five however is a summary, conclusion and recommendations of the study.

1.7 LIMITATIONS

The study should have been undertaken in several every hotel in Ghana but due to financial, material and time constraint, Cicero Hotel in Kumasi was used as a case study.

CHAPTER TWO

2.0 INTRODUCTION

"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." (Mccleland 2002, 7)

As discussed earlier Staff Training is an indispensible 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 (Fitzgerald 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (1962) 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 organisation (Salas & Cannon-Bowers 2001), 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 organisations 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,(Huselid 1995, Martocchio & Baldwin 1997, Salas & Cannon-Bowers 2000). In contrast, training has been critised as faddish, or too expensive

(Salas & Cannon-Bowers 2000, Kraiger, McLiden & Casper 2004), and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Alliger, et al. 1997, Wright & Geroy 2001).

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 organisations invest in training because they believe that higher performance will result (Alliger, et al. 1997, Kozlowski, et al. 2000). 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 is 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.

The literature review will focus on the following; staff training in hotel industry, the importance of staff training, benefits of staff training, benefit to the employee, benefit to management, benefit to the organisation, the training process, types of training and staff training in an international perspective.

2.1 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. (Yafang Wang 2008.)

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.

2.2 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. (Mcclelland 2002, 7)

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. (Yafang Wang 2008.) 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 will be 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)

2.3 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)

2.3.1 Benefits to the Employee

According to Sommerville 2007 training increases job satisfaction and recognition of the employee. During the training, employees will be 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 will be more confident with their work, so that better services will be 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. (Brookes, 1995)

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)

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)

2.3.2 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 will be acquired. (Sommerville 2007, 210)

It also aids in sustaining systems and standards. Within the training, employees will be 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. (John Leopold et al 1999)

It also helps management to identify employees for promotions or transfers. During the training, employees' abilities and personalities will be 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.

2.3.3 Benefits to the organization

According to Sommerville 2007, Training leads the organisation 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 organisation. 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 will be 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)

2.4 THE TRAINING PROCESS

Assessing the training needs

Evaluating the

Training
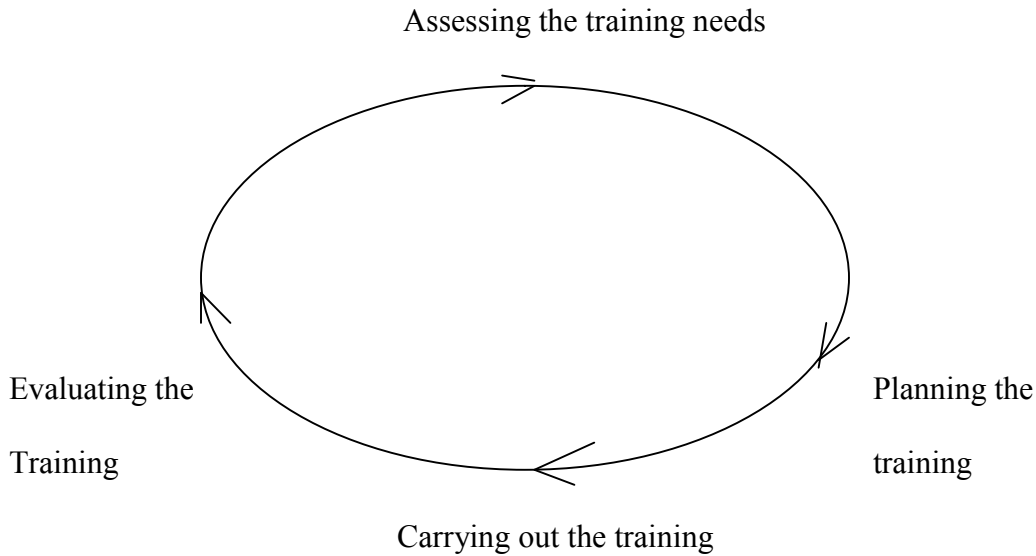
Planning the

training

Carrying out the training

Figure 2.1 Training Cycle (Stredwick 2002: 117)

The training cycle (Figure 1) is circular; it begins with the needs assessment. A need of training always results from the difference between an ideal expect for employees' performances and the actual performances. Trainings can also be provided for new employees to help them get familiar with the work environment and tasks etc. HR department should consider the related aspects for example job analysis, performance objectives etc.

The second step in the training cycle is the planning of the training. Planning is separated into specifying training objectives, designing training program, selecting training methods. Training goals, training method, duration, program structure, location and selection of trainees etc. practical problems are to be answered in the planning stage.

After successfully planning the training, then the training program should be effectively carried out following the plan. The trainer should be well prepared and skillful, and the trainees should be actively participating in the training.

Evaluation of the training is an unavoidable stage in the training process, to get the feedback helps adjusting and organizing future trainings. Plans for future training can be done in this stage. Evaluation is the ending stage of a training cycle but at the same time it is the basis for the new training cycle. (Woods 2006, 188-189 & Nickson 2007, 158-164)

2.5 TYPES OF STAFF TRAINING

2.5.1 Sort by Training Objects

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. practical information. 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)

2.5.2 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.

2.5.3 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)

According to Gomez et al, 2007, 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 whiles 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.

2.6 STAFF TRAINING IN AN INTERNATIONAL PERSPECTIVE

As hotel business is often on an international level, so that Staff training should also be internationalized. 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. (Decenzo & Robbins 2007, 221)

CHAPTER THREE

3.0 INTRODUCTION

This chapter describes the methodology used in gathering the data, the population of the study, sample size and sampling procedure used. It discusses the research design which comprises sample procedures and the justification for choosing the study area, sources and types of data and ends with the limitation of the data.

3.1 RESEARCH DESIGN

The research design was a case study. It was aimed at evaluating training and its impact on performance of employees of Cicero Hotel.

This study is undertaken to ascertain whether employees performed when trained.

Cicero Hotel, being a private owned company was deliberately chosen to ascertain what pertains in the Human Resource in an attempt to train its employees.

3.2 POPULATION OF THE STUDY

Due to inadequate time and follow ups, the entire population of thirty five (35) employees, cannot be covered hence the need to adopt sampling method which can be used to represent the whole population of the study. A sample of 20 individuals was drawn from the population of the employees.

Simple random sampling was used to ensure that they all have equal chances of being selected. This technique was used to ensure that there is a fair view of issues raised.

3.3 SAMPLE SIZE AND SAMPLING PROCEDURE

A simple random method was used to grant each member of the population an equal chance of being selected. The sampling area covers the Food and Beverages Department, House Keeping Department and Front Office Department. At the Food and Beverages Department ten (10) employees were chosen, five (5) from House Keeping Department and five (5) from the Front Office Department. This method was selected because the researchers see it as a manageable size they can handle very well and also as a way of representing a fair of the issues raised.

3.4 DATA COLLECTION INSTRUMENT

Interview and questionnaires were the main instruments used in gathering data. Open and close ended questions were used. Data was gathered from both primary and secondary sources. Secondary sources of data were from books, the internet, journals, magazines and newspapers.

The primary data however were gathered from the administration of questionnaires and interviews. Open ended questions were to allow respondents to answer the questions in their own words whilst the close ended questions gave them a number of predetermined alternatives to choose from.

Questionnaires' were used for a larger population size since its administration was not difficult and was less expensive. A period of three weeks was used to gather the primary data from the above mentioned sources due to the respondents' busy schedule.

The primary data was employed to solicit views from respondents, and by using this, the researcher will arrive at valid and accurate conclusion that will give meaning to the objectives of the study. Questionnaire was used as the respondents can read and write. This was to ensure that respondent answered the questions without any interference and thereby eliminate any issue of biases.

3.5 RESEARCH METHOD

In general there are two types of research methods; qualitative research method and quantitative research method. The essence of this study calls for the application of both methods. For the quantitative research model, questionnaires were sent to the employee. In case of qualitative research, it was done through personal interviews. Key players to this interview were the Training Manager, Assistant Human Resource Manager and the supervisor of the hotel.

3.5.1 Quantitative Research

This research concept gives the researcher an understanding of the problem by being provided with some existing information. As stated earlier this information would be gathered from the employees. Quantitative research seeks to quantify the collected data for analysis. This would help to determine the final course of action or what to do after. (Golfshani 2003, 597). To highlight on the above quantitative method is used to gather the information from the employees about the attitude towards the hotel's staff training. The quantitative method makes it much possible to have a systematic, clear and scientific understanding on the opinion by having them on questionnaires. Interviewing one or

more of the employees about their thoughts is not always the best. It does not represent all employees' opinion. The quantitative research will be analysed using graphs and tables.

3.5.2 Qualitative Research

Qualitative research forms a major role in supporting decision-making primarily as an exploratory design but also as a descriptive design (Malhotra and Birks, 131). It is worth noting that this research unlike quantitative does not base on statistics. The diagram below depicts the qualitative techniques adopted by researchers.
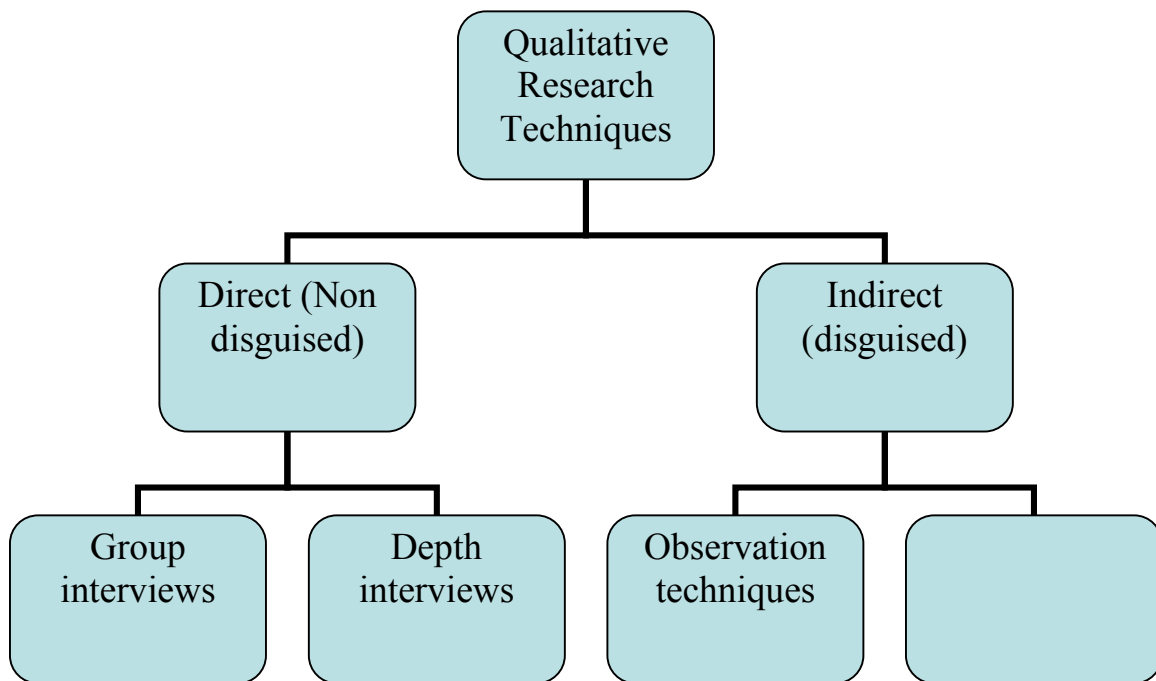

Figure 3.2 Qualitative Research Techniques (Malhotra & Birks 2003, 158)

According to Malhotra & Birks 2003, 158, qualitative research uses the above techniques. However for the purpose of our study, we adopted the depth interview method. Research technique conducted in person in the field (rather than in the researcher's office). In the unstructured home environment, the interviewer interacts with

respondents and encourages them (usually in a one-on-one situation) to freely express their opinions, ideas, feelings, thoughts, and attitudes.

3.6 MEHTOD OF DATA ANALYSIS

The data was analyzed using statistical techniques that include the calculation of percentages. Tables were used to present the data.

3.7 LIMITATIONS

The main limitations this research faced were:

- Unwillingness on the part of some respondents to answer questionnaires.

- The time allocated for the completion of research was short.

- Financial constraints were also a challenge.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter is concerned with the analysis of the data obtained from the field. The first part of the analysis is limited to the socio-demographic variables of the respondents. The second section is devoted to the discussion of the actual views expressed by the respondent concerning the study objectives.

4.1 GENDER OF RESPONDENTS

It is assumed that sex plays an important role in some occupations like the Hotel Industry among others. It is true that this type of occupation was predominantly male and that female was very few. In this wise, the study found it appropriate to find out the sex distribution of the employees in Cicero Hotel. In all 20 questionnaires were distributed to employees. By virtue of gender, there were 12 males and 8 females.

This data indicated that both sexes were represented. However, majority of the respondents were males, which formed (60%) of the total respondents with females representing (40%). Table 1 below shows the sex distribution of the respondents who were reached by the questionnaire.
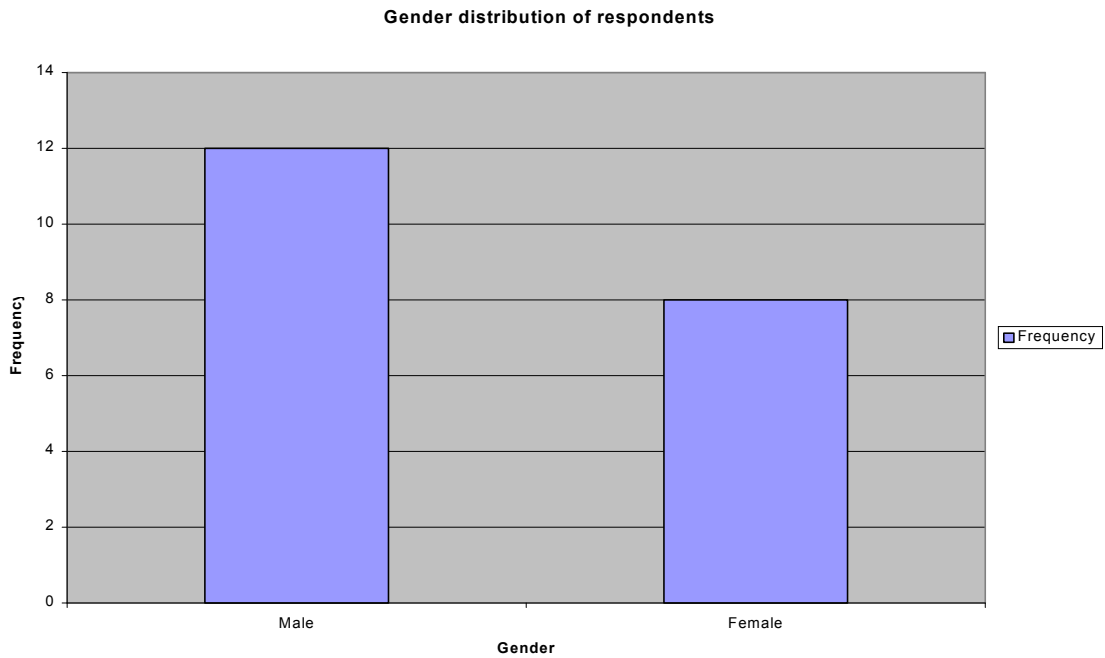
Table 4.1 Gender distribution of respondent

Gender	Frequency	Percentage
Male	12	60.0
Female	8	40.0
Total	**20**	**100.0**

Source: Field work May, 2012

The information gathered buttressed the point that males mostly dominate organisations

of this nature as in the case of Cicero Hotel.

Figure 4.3 Gender Distribution of respondent

Gender distribution of respondents

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4.2 AGE OF RESPONDENTS

Secondly, there was the need to know the workers age in order to be able to find some relationship between age group and trainings. The table and diagram below gives a pictorial clarification of the age groups.

Table 4.2 Age distribution of respondent

Age	Frequency	Percentage
20 – 26	15	75
27 – 37	5	25
38 – 46	-	-
Total	**20**	**100**

Source: Field work May, 2012

The table above shows that 15 respondents out of the 20 respondents were between the ages of 20 – 26. The remaining 5 respondents were between the ages of 27 – 37.

Figure 4.4 Age Distribution of respondent
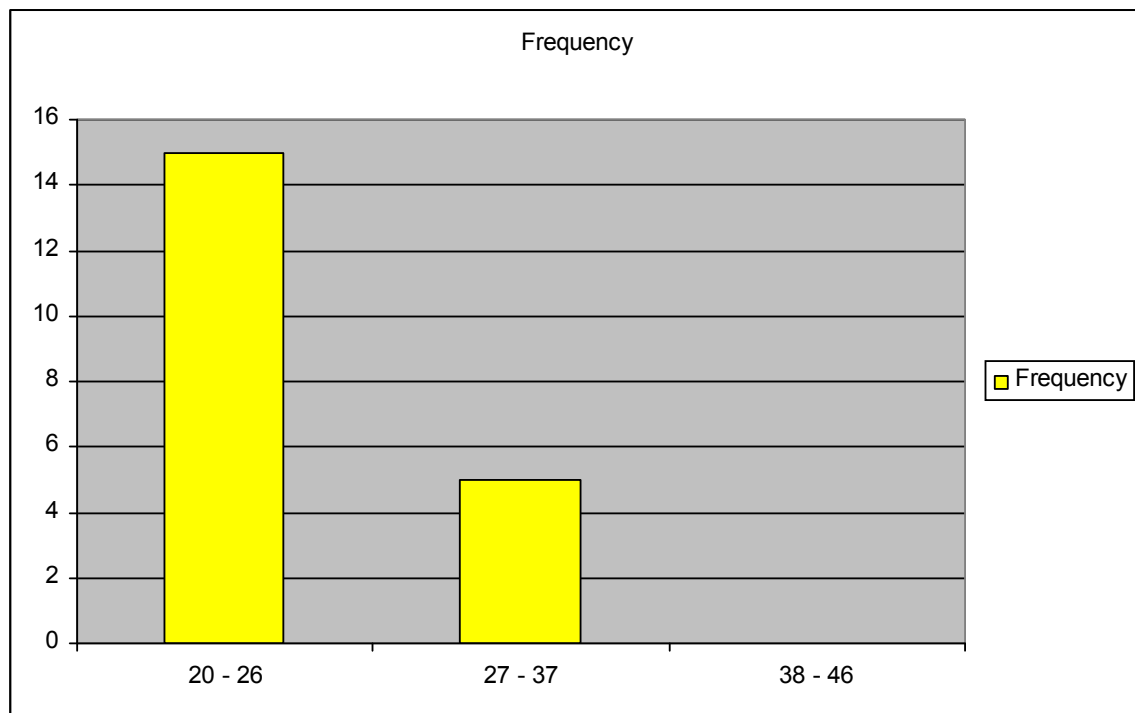
The figure shown above illustrates that ages 20 – 26 which have 15 respondents dominates and the remaining 5 respondents are in the age of 27 – 37.

The information above is a positive one since hotel and restaurant business stands in a competitive and fast changing environment, young employees from 20 – 26 are to a large extent recruited to work in the industry. The young employees are able to adjust to new environment quickly and easily especially in this technological era of business.

In that respect it is ideal that the Human Resource department considers the age groups when conducting training. Experience and observations show that young workers do not like theory aspects too much but rather more interesting information is accepted by them; whereas employees between ages of 27 – 37 years old can easily accept both.

4.3 WORK EXPERIENCE OF RESPONDENT

Work experience will help to find out employees' previous related working experience in the industry. The purpose of this question is to investigate the need of training according to their related working experience. The table and figure below give a clear reflection of employees work experience.

Table 4.3 Work Experience of Respondent

Work Experience	Frequency	Percentage
0 – 1	10	50
1 – 5	7	35
5 – 10	3	15
Total	**20**	**100**

Source: Field work May, 2012

Fig 4.5 Work Experience of Respondent

The figure above shows that a half of the working respondents have 0 − 1 year of related working experience, 7 respondents have 1-5 years working experience and the rest 3 have 5-10 years working experience. It is clear thus, that these majority employees really need more training to become more skillful, competent a

4.4 POSITIONS OF RESPONDENTS

This question is to check the respondents' positions in the hotel in order to understand the level of their received training during their years of working.

The positions like manager, assistant manager, supervisor etc. are listed in the answers and positions like waitress, bartender, chef etc. are adjusted into the choice of "full time worker" when analyzing.

Table 4.4   Positions of respondents

Position	Frequency	Percentage
Manager	1	5
Assistant Manager	1	5
Supervisor	1	5
Team Leader	2	10
Chef	1	5
Full time workers	14	70
Total	20	100

Source: Field work May, 2012

Figure 4.6 Positions of Respondents
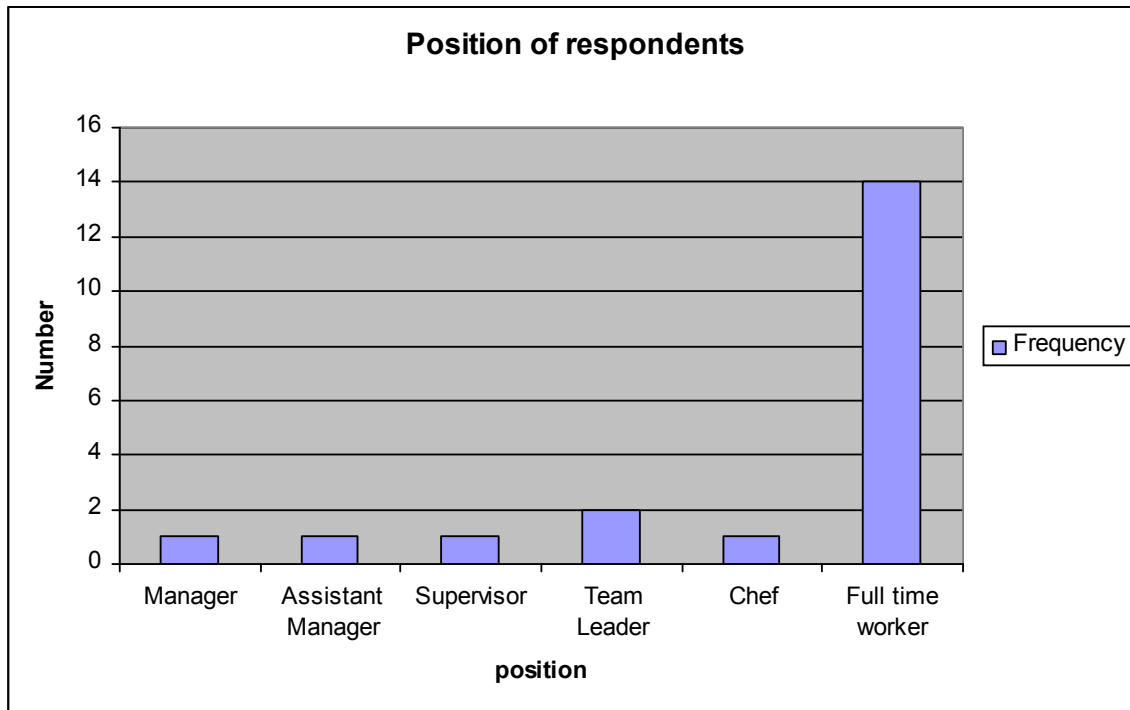
As we can see from figure 4.4, the main position group in Food and Beverages department is "Full time workers", the other 6 respondents belong to higher positions. Employees at higher level of positions received more training than full time worker did, more attention should be paid to full time workers because they need to have more trainings to improve their abilities and skills at work in order to reach a higher level of position.

Table 4.5 Below is a cross tabulation of the positions of the respondents.

No. of Years	Manager	Asst. Manager	Supervisor	Team Leader	Full time worker	Chef	Total
0 - 2				1	9		**10**
2 – 5			1	1	4	1	**7**
5 - 10	1	1			1		**3**
Total	**1**	**1**	**1**	**2**	**14**	**1**	**20**

When analyzing the question of previous hotel working experience with employees' positions, we can find out that normal full-time workers have less experience, some of them have just graduated from college and some of them do not have a related education. Employees like managers and supervisors have more previous experience.

As discussed above, full time workers should have more training to improve themselves in order to reach a higher level and they should be earnestly considered when training are conducted.

4.5 EMPLOYEES NUMBER OF YEARS IN THE ORGANISATION

This is a question asking about employees' time of stay in this hotel. Employees started to attend trainings organized by the hotel soon after they have started working, the longer they work in the hotel, the more trainings they have to participate. This question helps us to know about the connection between employees' length of employment and their received trainings.

Table 4.6   Employees Number of years in the organisation

Duration in months/year	Number of Persons	Percentage
3 – 12 months	12	60
1 – 5 years	5	25
5 -10 years	3	15
Total	20	100

Source: Field work May, 2012

Figure 4.7 Employees Number of years in the organisation

12 respondents have worked in the hotel for 3-12 months; they received less training compared with the rest 8 respondents who have been working in Cicero Hotel for more than one year.

4.6 TRAINING

Question number seven and eight aim to find out whether employees have training before they started with their work tasks, if they did have trainings, what was the training about. 15 respondents did not have training when they started, 5 other respondents did have, and the trainings were about hotel general introduction, customer service, computer system usage, departmental guide etc.

According to the Manager , it is not possible to organize training for every new employee, because they are hired at separate times, it will be reasonable and cost efficient to organize training for a group of new employees.

However, adequate trainings before the work help employees get used to the environment and work tasks very quickly and avoid the obstacles and possible accidents during work. Adequate trainings before work lead to the better attitudes towards their work, as a result, better services will be offered to customers. In this case, the hotel organized a beginner's training only when there is a group of new employees in order to save costs for the department, but trainings before work is more beneficial if possible to be organized.

The human resource department should also understand the importance of staff training, either the trainings are organized before the work starts or afterwards, and to realize the benefits brought by staff training so that they will pay more attention to all the trainings that will be organized. Management should be informed about the importance of the trainings and make all efforts in assisting organizing the trainings in order to help employees to improve, to ensure the growth of the business and to achieve better results from staff trainings.

4.7 EVALUATION OF TRAINING

This question is about employees' evaluation of the first training they have taken part in, the results help the researchers to know the employees' attitude towards the first training held in the hotel.

Table 4.7 Evaluation of Training

Responses	Number of persons	Percentage
Not important	0	0
Just a routine	12	60
Necessary	5	35
Important	3	15
Total	20	100

Source: Field work May, 2012

Figure 4.8 Evaluation of Training

Evaluation of Training
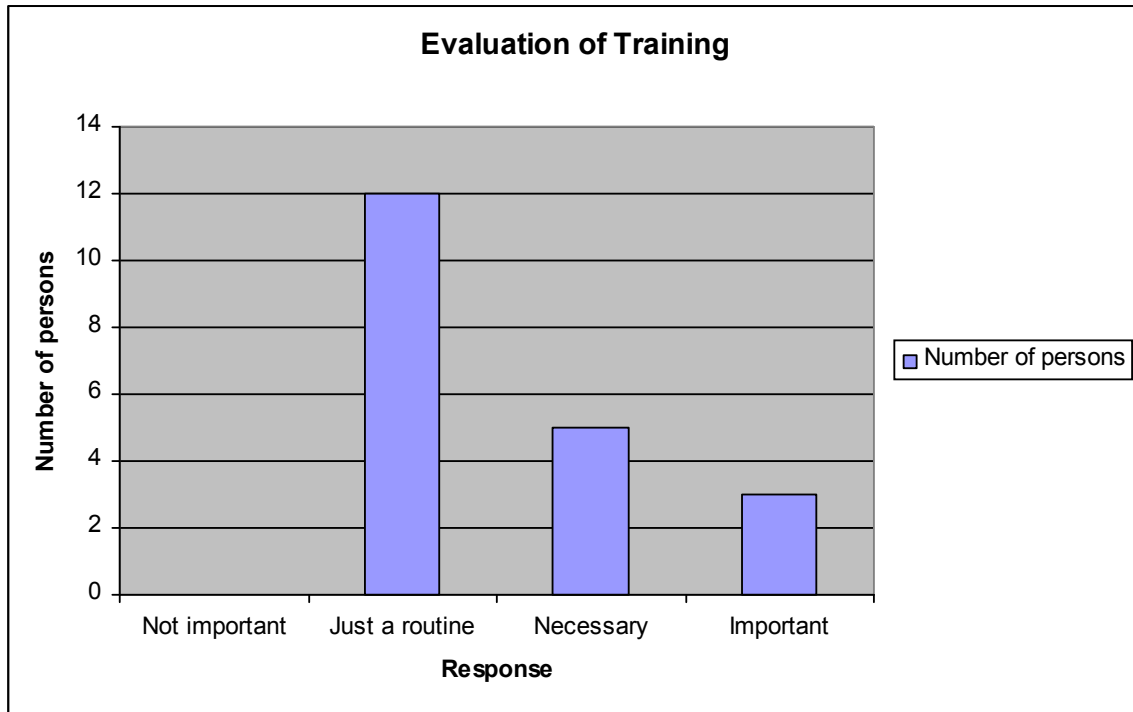
Most of the respondents (12) think trainings which they firstly attended was just a routine, other number goes to the choice of "necessary" (5), and 3 respondents thought the first training was important. No respondents thought the first training they attended was not important.

4.8 TRANSFER OF KNOWLEDGE

The transfer of knowledge from training to the job was weak. 6 employees were able to transfer the knowledge gained to the job. The remaining 14 are not able to transfer knowledge acquired to the job. This accounts to the reason why there is a weak relationship between training and performance.

Table 4.8 Transfer of Knowledge

Responses	Number of Person	Percentage
Yes	6	30
No	14	70
Total	**20**	**100**

Source: Field work May, 2012

Figure 4.9 Transfer of Knowledge
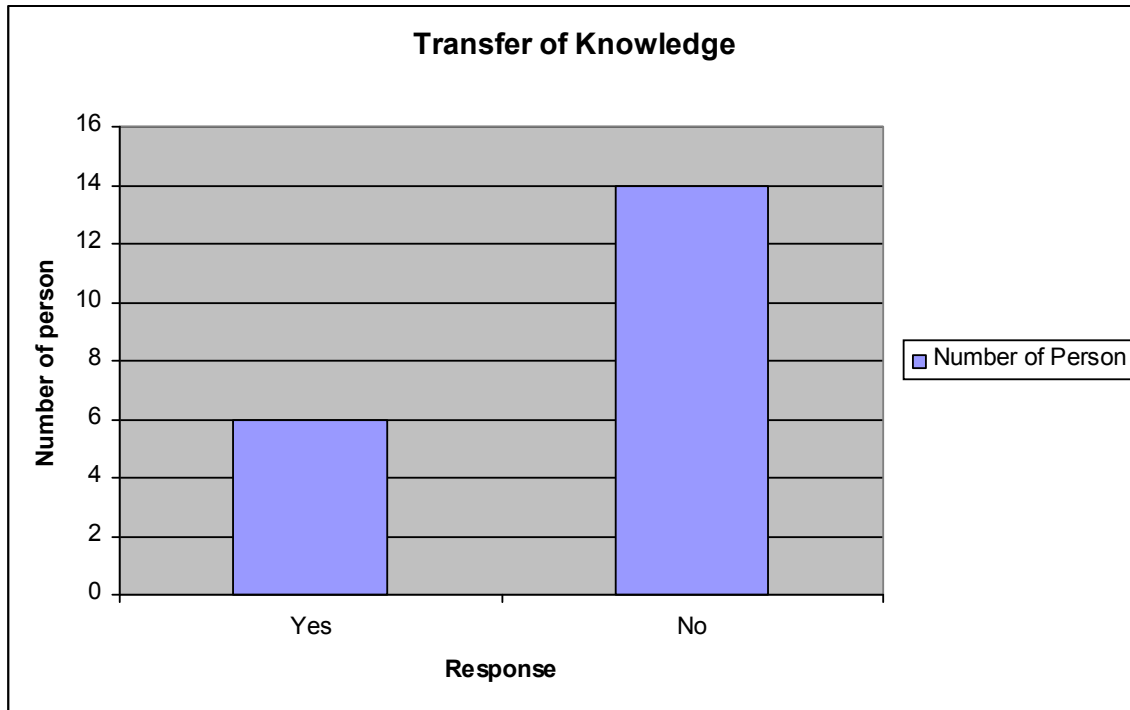

4.9 WHO BENEFIT FROM TRAINING

Research also shows that both employees and the employer benefit from training. 4 respondents supported that it is only the employer who benefits, 3 said it is the employee and the remaining 13 said both the employer and the employees benefit from training as illustrated in the table below:

Table 4.9 Who benefits from Training

Responses	Number of persons	Percentage
Employer	4	20
Employee	3	15
Both employer and employee	13	65
Total	**20**	**100**

Source: Field Work May 2012

Figure 4.10 Who benefit from Training
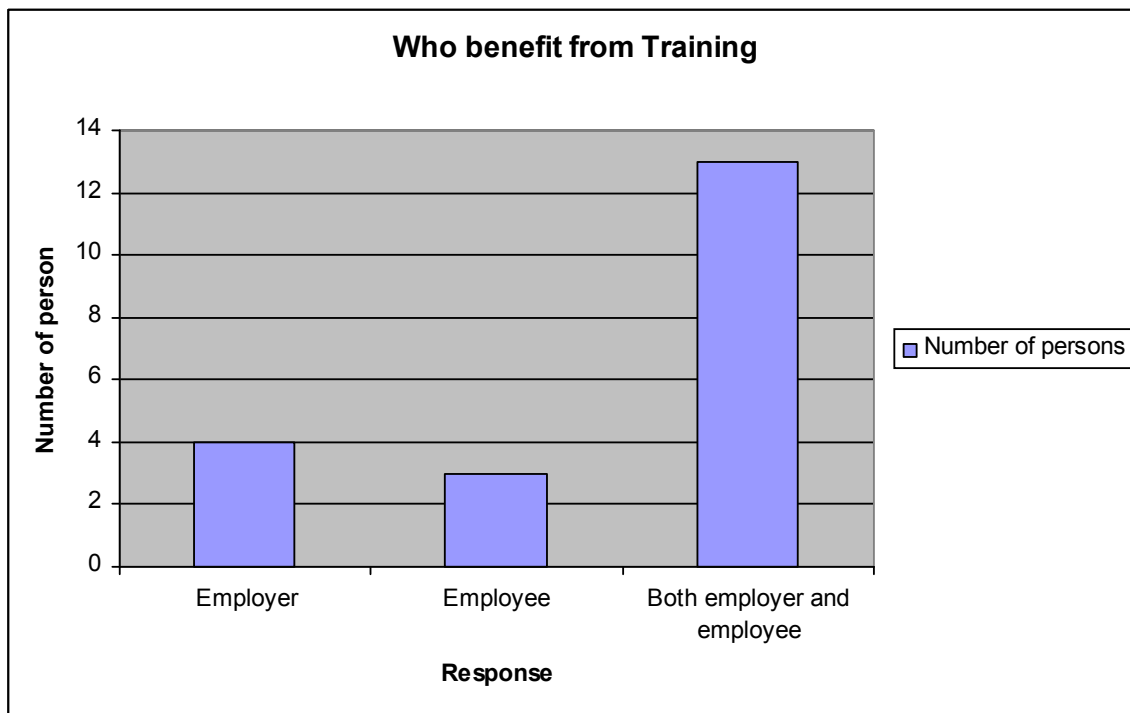
In the open ended question in the questionnaire , the researchers noticed that some of the respondents thought the trainings took too much time every day, and some of them thought less training would be better, which indicates they have not really realized the meaning of or are not satisfied with the whole training system.

In determining the relationship between training and performance of Cicero Hotel, the researchers adopted the Pearson Correlation and Co-efficient of determinant to test the strength of the relationship between the two variables.

The number of employees who participated in the training organized by the hotel together with the number of customers who patronized in the service of the hotel was collected. Pearson Correlation was used to test if there is any relationship between training and performance.

The table below illustrates the employees who have benefitted from training between the years 2007 to 2011 together with the number of customers who patronize the service of the hotel at the same time.

Years	Employees who have benefited from training (x)	Number of customers who patronized the hotel service (y)
2007	4	3650
2008	6	5475
2009	7	6570
2010	8	7300
2011	10	9125

Source: Annual Report, 2011

It is believed that as more employees receive training on the job, performance of employees is enhanced and in this sense more customers patronize the hotel services. The relationship between training and performance in terms of customers received by the hotel using Pearson's Correlation can be calculated as follows:

Year	X	Y	XY	X^2	Y^2
2007	4	3650	14600	16	13,322,500
2008	6	5475	32850	36	29,975,625
2009	7	6570	45990	49	43,164,900
2010	8	7300	58400	64	53,290,000
2011	10	9125	91250	100	83,265,625
N=5	**ΣX =35**	**ΣY=32,120**	**XY=243,090**	**ΣX ^{2}=265**	**ΣY^2=223,018,650**

$$r = \frac{N\Sigma xy - \Sigma x \, \Sigma y}{\{[n \, \Sigma x^2 - (\Sigma x)^2] \, [n \, \Sigma y^2 - (\Sigma y)^2]\}^{\frac{1}{2}}}$$

$$r = \frac{5 \times 243090 - 1{,}124{,}200}{[(5 \times 265 - 35^2) \, (5 \times 223{,}018{,}650 - 32120^2)]^{\frac{1}{2}}}$$

$$= \frac{1{,}215{,}450 - 1{,}124{,}200}{\{(1325 - 1225) \, (1{,}115{,}093{,}250 - 1{,}031{,}694{,}400)\}^{\frac{1}{2}}}$$

$$r = \frac{91250}{(100 \times 83{,}398{,}850)}$$

$$= \frac{91250}{4{,}169{,}942{,}500}$$

r= 0.0000219

The above **r** indicates that there is a weak relationship between training and performance in terms of getting more customers to the hotel. This suggests that there are many factors that drive more customers to the hotel rather than providing training to employees.

As a means of determining the strength of the relationship, a Co-efficient of Determination was calculated as follows:

r= 0.0000219

r^2= 4.8%

This r^2 suggests that training contributes about 4.8% in terms of performance of the hotel while about 95.2% is as a result of other factors which we cannot use the variables we have to determine.

Facts about training (whether training is mandatory or not)

The following three questions are trying to find out if the trainings are mandatory or not, whether employees need to apply for the training or not and where are the training held. With the help of these three questions, we can see what the hotel's attitude towards training is. The training is mandatory on attendance; Cicero Hotel every employee requires to improve himself/herself through different kinds of training. The management team can evaluate the employees better by knowing their personalities, what they are good at and what they lack so that it is easier to make better plans for training. Employees do not have to apply for the training, as they are required to attend them. All the training are held inside the hotel. Most of the training are done using the hotel facilities such as, training room, restaurants, kitchens, bars etc.

The results explain that the hotel's expectation on training is high; daily training are organized to improve employees' qualities and to assist employees to deliver better customer services continuously. If possible, where training budget allows, outside training are also worth organizing, outside training diversify and increase the interestingness of training, and if the training methods are used properly, the results could be better than expected.

The trainers

This question aims to look for persons who are responsible for the trainings held in Cicero Hotel, either trainers hired from the hotel, or teachers sourced from outside agencies. According to the training system in Cicero Hotel, training are mostly held by trainer and supervisors employed by this hotel, language training is also held by one of the trainers, supervisor is responsible for 15 minutes training and guidance during work time, trainers sometimes are there to assist.

Interview Result

The Researchers had the opportunity to interview the manager who doubles as Human Resource manager. He is in charge of planning, organizing, monitoring and conducting training activities. He has 15 years experience in the hotel industry. According to the manager, the training programmes organized in the hotel has really improved the performance of the employees in discharge of their duties. The manager also said that although the individual employees acquire the knowledge, it does not benefit only the employee but also the organization as a whole. He also said that sometimes the purpose of the training is achieved.

According to the manager not much importance is attached to the evaluation of training. Although once a while they evaluate the training. He said the training is important because it reduces rework and increase work effectiveness. The management has plans of investing in future training of employees looking at the benefits that the organization reaps from the training.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

The final chapter concludes the study by making a summary of the analysis and findings of the data collected as well as answers provided to the research questions. The findings provide the basis for the researcher to make certain recommendations that would help the workers and management of CICERO HOTEL to further strengthen the competitive position of the company.

5.1 SUMMARY OF FINDINGS

- The Researcher found that there is gender inequality as there are more males (60%) than females (40%).

- Most of the employees who work in the hotel are at their youthful years as 75% of the employees are between the ages of 20 – 26 years. The young employees are able to adjust to new environment quickly and easily in this technological era of business.

- The researchers also found out that half of the working respondents have 0 -1 year working experience. It is clear that this majority of employees really need training to enhance performance.

- It was also found that the there is retention problem. Only 15% of respondents have stayed for a longer period in the organization.

- Most of the respondents think that training evaluation is just a routine and not much importance is attached to it.

- The researchers also found out that there is a relationship between training and performance although the relationship is weak (4.8%).

- We also found out that most of the employees were not able to transfer knowledge acquired to the job.

- It was also found out that training benefits both the employer and the employees of the organization.

5.2 CONCLUSION

This study has attempted to look at training and examine its impact in the light of enterprise performance of Cicero Hotel.

Through administration of questionnaires and the conduct of interviews at Cicero Hotel, we conclude that although there is a relationship between training and performance, training accounts for only 4.8% of performance of Cicero Hotel. This means that there are other variables that contribute to the overall performance of this hotel which in our opinion may include rate charges in the hotel, organizing programmes like pool parties, providing customer support systems.

Since training programmes do not benefit only the employer or the employees but both parties, it is advisable for both to be involved in training decision so that the impact will

be felt by them. Training evaluation which will help the organization to ascertain if there is any impact of training in relation to performance was rated as just a routine which means that not much importance is attached to evaluation but for training to be effective and the resources invested to be reaped, there should be constant evaluation of training programmes.

To be able to transfer knowledge acquired to the job, the training that the employees attend should have relationship with their current job so that the training will not just be a routine activity.

5.3 RECOMMENDATIONS

Although Cicero Hotel is one of the most competitive three (3) star hotel in Kumasi, there are several ways in which this can be further strengthened and sustained. It would be important for the management of Cicero Hotel Limited to carry out the following:

- Help employees to know staff training and understand the importance of it. Human Resource Department could explain to the employees about the objectives of the training and what the employees will benefit from the training. Meanwhile employees should be told how they can use what they learnt on the training in the future.

- The right training should be organized for the employees for them to be able to transfer knowledge to their work. This is because most of the time, the training the employees attend does not have any relationship with their current job.

- Management must constantly evaluate training programmes to make sure that the resources spent on training are yielding results or achieving the purpose for which they were intended.

- Management should employ a full time Human Resource Manager to design good HR policies and practices in the organization.

5.4 RECOMMENDATION FOR FURTHER RESEARCH

Future researchers interested in the area could also delve into the other variables that equally contribute to performance of the hotel which the current study could not cover.

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APPENDIX 1

CHRISTIAN SERVICE UNIVERSITY COLLEGE

DEPARTMENT OF BUSINESS STUDIES

(BACHELOR OF BUSINESS ADMINISTRATION – HR OPTION)

The purpose of this questionnaire is to gather information on Training and its Impact on Performance of Firms in the Hotel Industry (Case study: Cicero Hotel, Ahodwo, Kumasi). This questionnaire is solely for academic purpose and the confidentiality of the information you provide is very much assured. We would therefore be most grateful if you could answer the following questions.

Please tick (√) or provide appropriate answers where applicable.

1. Gender:

☐ Male ☐ Female

2. Age:

☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ >45

3. What's your previous hospitality education: (e.g. school, education, time.)

Please specify, _____

4. Previous hotel working experience:

☐ 0-2 year ☐ 2-5 years ☐ 5-10 years ☐ >10 years

5. How long have you been working in this hotel? (The hotel was open in August 1990)

☐ 3- 12 months ☐ 1 – 5 years ☐ 5 – 10 years

6. Position: _____ (e.g. Waitress, chef, supervisor)

7. Did you have training when you started?

☐ Yes ☐ No

If yes, for how long? _____

8. How was the first training you attended?

☐ Important

☐ Necessary

☐ Just a routine

☐ Not important Why? _____

9. How often is training held in the hotel?

☐ Just once in the beginning when work started

☐ Once a year

☐ Twice a year

☐ Once a month

☐

   Daily basis

☐ Other, _____

10. The trainings in the hotel are:

☐ Mandatory   ☐ Optional

11. Do you have to apply for the trainings?

☐ Yes   ☐ No

12. Where are the trainings held?
☐

   Inside hotel

☐ Outside hotel, where? _____

13. In your opinion who do you think benefits from the training?

☐ Employers ☐ employees ☐ both employers and employees

14. Is evaluation done after training?

☐ Yes   ☐ No

If yes how? _____

15. How is evaluation valued in relation to training?

☐ Important

☐ Necessary

☐ Just a routine

☐ Not important

16. Have you been able to transfer the knowledge acquired to the work?
☐ Yes
☐ No

If yes how?_____ If no why not?_____

17. How can the training be improved?

_____
_____
_____

18. What is your opinion about the training system in Cicero Hotel?

_____
_____
_____

Thank you very much for your co-operation!

QUESTIONS FOR INTERVIEW

1. Can you tell us shortly about your position and your work tasks?

2. Do you undertake training in your organization?

3. Do you think training benefits only the employee or the organization?

4. Has there been any impact on performance after training?

5. Do you evaluate the training?

6. What are the advantages of the training system? What can be improved? (If you think there are any disadvantages or lack)

7. Do you have any plans of investing towards training in the future? If yes why? If no why not……………………………………………………………………………………

………..

QUESTIONS FOR INTERVIEW

1. Can you tell me shortly about your position and your work tasks?

2. To your knowledge, how many kinds of training are there in the hotel, can you please name them?

3. Can you tell me something about Passport to Success Training Program?

4. Have you been participated in the training? How many levels?

5. What do you think are the purposes of staff training in a hotel?

6. Do you think the purposes are achieved after individual training?

7. In all trainings, which one is more important, or do you think they are all important, and why?

8. What are the advantages of the training system? What can be improved? (If you think there are any disadvantages or lack.)