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# IMPACT OF STAFF TRAINING ON EMPLOYEE PERFORMANCE: WITH SPECIAL REFERENCE TO F&B DEPARTMENT OF FIVE & FOUR STAR GRADED HOTELS IN NEGOMBO DESTINATION SITE

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## **Abstract**

Hotel Industry as a service sector essential to be updated constantly due to its nature of dealing with human. Training its impact on employee performance is an area of discussion that is given prominent in most of the sectors worldwide. In terms of performance, this paper studies the impact of Training practices on the employee performance, with Special Reference to F&B Department of Five & Four Star Graded Hotels in Negombo Destination Site. The Objective of the study is to find out the impact of Training on employee performance in hotel contest. The sample size is 102 collected from the staff of F&B Department of Five & Four Star Graded Hotels in Negombo. Semi structured questionnaire was used to collect the data from the respondent and Multiple regression technique use to analyze the data using SPSS version 23. Impact of training measured by using employee engagement, Motivation and job satisfaction uses the independent variable employee performance use as the dependent variable.

The findings of the study conclude that employee engagement has a positive & a significant highest impact for the employee performance. Secondly the employee motivation and thirdly the employee job satisfaction from the training. According to that we can recommend that the hotel sector has to do more things to enhance the employee engagement. The study concludes that Training and Development Practices have a positive influence on employee performance relationship existing between employee training and their performance in Food & Beverage Department.

**Keywords:** *Training, Performance, Food & Beverage*

## **1.0 Introduction**

The hospitality industry is one of the firstborn industries in the world, the fastest growing segment. The hotel industry is one of the most labour-intensive service industries too. Hotel

services are inseparable and perishable, and hotels have distinct high and low seasons. As a result, they need unique arrangements for employee scheduling and business hours (Huang, 2006). Stated that human resources are the foremost resources of a hotel and can be regarded as a condition of market competition. Hotels attach a great deal of importance to how they make use of their employees, and it is vital that they value their employees.

Human resources (Armstrong, 2009) have played a major role in the economic development in most developed countries. Developing countries like Sri Lanka, can adopt these lessons to their growing economy. To manage an organization both large and small requires staffing them with competent personnel. The formal educational system does not adequately teach specific job skills for a position in an organization (Kaldeen, et al, 2021). Few employees have the requisite skills, knowledge, abilities and competencies needed to work effectively. (Meyer and Allen, 1991). In order to prepare their workers to do their job as desired, organizations provide training and development as to optimize their employee's potential.

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Afshan et al, 2012). Training is considered one of the most important strategies to help managers gain proper knowledge and skills needed to meet potential challenges. (Tannenbaum & Yukl, 1992, Mathieu & Martineau, 1993). Staff training is the crucial path of motivating employees and increasing productivity in the business. (Ahammad, 2013). When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification. And the passion of work, team spirit will be built between employees and management team within the process. (Train, 2009).

Lack of training or poor training brings out high employee turnover and the delivery of substandard products and services. (Ahammad, 2013). Training and development programs can also promote teamwork; improve staff attitudes and self-awareness (Conrade et al, 1994). Training has become an increasingly critical area of management for companies to enhance service quality, reduce labour costs, and increase productivity (Enz & Siguaw, 2000).

As discussed, staff training is an indispensable part of Human Resource Management activities; more and more hotels have realized how important it is to maintain training in the changing and complex work environment.

Moreover, rapidly Changing technologies make it easier to share information and to replicate competitors' strategies and work practices. To address these challenges, scholars and academicians have emphasized the use of competitive strategies that account for core competencies and capabilities with human resources. The emphasis of human resources to improve food and beverage performance has become stronger, not only because they cannot be easily imitated by competitors, but because they provide an effectively fast response to market demands. The general objective of the study is to find out the impact of employee training on the work performance at Five & Four Star Graded Hotels in Negombo Destination Site.

## **2.0 Literature Review**

### **2.1 Training**

Training is the act of increasing the knowledge and skills of an employee for doing a job. It is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Training is the organized procedure by which people learn knowledge or skills for a definite purpose.

Cole (2002), defines training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Gordon (1992), defines training has the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

### **2.2 Employee Performance**

As per Sultana et al, (2012) Performance can be defined as the fulfilment of particular task calculated against already known standards like that of accuracy, speed and cost and how accurately employees perform the task determines the good performance and also organizations have some expectations regarding performance of employees, when that level of expectation is met by the employees they are called as good performers.

### **2.3 Impact of Training on Employee Engagement**

The idea of many researchers who had consistent thoughts that engaged employees are more productive, and one of the best ways to engage them is by offering better training opportunities (Kaldeen, et al, 2021). Carly (2012) highlighted a few important areas which are when focused upon enhances employee engagement in the organization. These are:

- Encouraging Innovation by creating an environment of learning and innovation among employees so that they feel connected to the organization.
- Ensuring continuous improvements through training and Managing employee engagement as an integral business process.
- Creating a culture of holistic thinking about employee development and engagement.
- Intensify on accelerating employee engagement and satisfaction through training plans rather than merely on business benefits.

### **2.4 Impact of Training on Employee Motivation**

According to Buford, Bedeian, & Lindner (1995) The motivation is very important in influencing the employees to accomplish individuals well as the organizational goals. This inner drive motivates the employees to form and exhibit the purposive behavior to achieve specific, unmet needs. This little encouragement on the part of organization enables them to accomplish their goals efficiently by acknowledging employees on their work and effort, providing them good work environment, considering their needs and forming pleasant job design.

### 2.5 Impact of Training on Employee satisfaction

As per Costen and Salazar (2011) in an attempt to understand the effect of training on job satisfaction of the employees, their loyalty and intention to stay with the organization in lodging industry in the United States. Results of the study revealed that job satisfaction, loyalty and intention to stay are higher among employees who receive proper training in different areas to develop new skills.

### 2.6 The Relationship between Training and Employees Performance

The goal of training is to enhance the organization effectiveness and it also demands an influence on employee’s performance, as well as in relation to organizational performance which is mediated by means of employee’s performance (Shaheen , 2013). As per Guest (1997) specified in his study that training and advanced programs, as unitary of the all-important human asset administration practice, decidedly influences the nature of the laborer’s information, abilities, and capacity and along these lines bring about higher employee performance on exercise.

### 3.0 Methodology

The data of this study have been collected through a questionnaire on a Primary data collection through semi structural questioner & the Secondary data collection through published researches, articles, Research Journals. The population of the study includes F & B employees is all the hotels in Negombo. The research sample is Employees of Food & Beverage department in Five & Four Star Graded Hotels in Negombo. The responders were selected through Judgmental sample method. The impacts of training on employee were asked to evaluate the respondents at various five to four-star hotels in Negombo, where they are working. It is a mix method combining quantitative & qualitative approach is being used in this study. To interpret the practice of training in the stated hotels, the statistical tool used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS) version 23. Inferential analysis of the study was presented respectively. The data for this study was collected using a questionnaire to identified sample respondents. Mention a bit about the details of the questionnaire, if a Likert scale was used.

### Conceptual Framework & Hypothesis

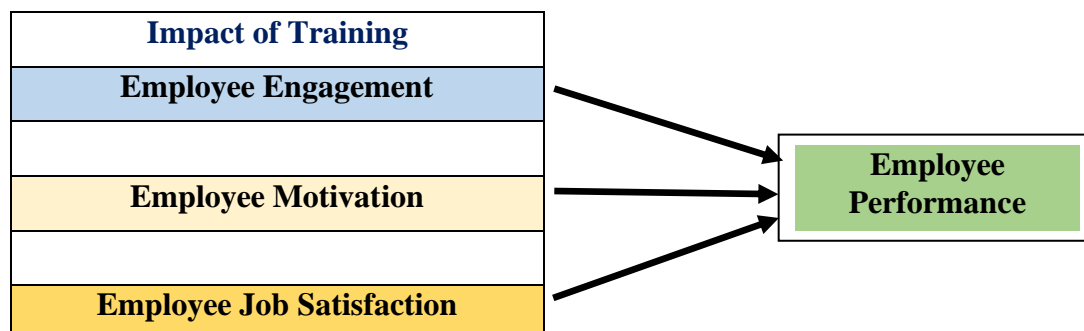


Figure: 01 Conceptualization Framework

**Research Hypotheses**

**H1:** There is significant relationship between Employee Engagement and Employee performance of Food & Beverage department in Five & Four Star Graded Hotels in Negombo

**H2:** There is significant relationship between Employee motivation and Employee performance of Food & Beverage department in Five & Four Star Graded Hotels in Negombo

**H3:** There is significant relationship between Employee Satisfaction and Employee performance of Food & Beverage department in Five & Four Star Graded Hotels in Negombo

**4.0 Findings**

**Sample profile of the study**

The total of 150 questionnaires were circulated and 102 were collected those accounts 96 % response rate, 12 of them were unfiled no questionnaires were discarded due to missing data. This response rate was very good to make conclusions on the effectiveness of training and development on employees’ performance. Accordingly, the analysis of this study is based on the number of questionnaires collected.

**Analysis of objectives**

Regression is a measure of association between two quantitative variables and it was used to analyse the objectives of the study as well as to test the hypothesis. The following table below shows the regression analysis of the effect of training on employees’ performance. The implication of the results confirms that training adversely impacts on work performance (Arvey and Faley 1988).

The beta value is a measure of how strongly predictor variable influences the criterion variable. So that the beta value of this study as indicated in table 1 below is 0.614 which indicates that a change of one standard deviation in the predictor variable that is training resulted in a change of 61.4% standard deviations in the criterion variable that employees’ performance. Thus, there is a higher effect of training on employee performance. Since the higher the beta value the greater the impact of the predictor variable on the criterion variable. Moreover, when you have only one predictor variable in your model, then beta is equivalent to the correlation coefficient between the predictor and the criterion variable.

Table 01: Analysis model summary of R and R2

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.614 <sup>a</sup>	.471	.455		.17731	1.943

a. Predictors: (Constant), EE, EM, ES

b. Dependent Variable: EP

From the above model summary table (4.10) it can be seen that R is 0,614 and R square is 0.455. this indicates about 47.5% of the variance is employee’s performance (dependent

variable) can be explained by training (independent variable), the remaining 54.5% of the variance is explained by other variables that are not included in the study.

Table 02:(ANOVA) T and D to as predictor to EP

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.643	2	.322	10.709	.000 <sup>b</sup>
	Residual	33.112	99	.031		
	Total	69.756	101			

a. Dependent Variable: P1

b. Predictors: (Constant), EE, EM, ES

The F- test result in the ANOVA table (4.15) and the P Value, tests whether the overall regression model is good predictor and the probability of this result is occurred by chance or not. In this regard, The F- test result is 10.709 with a significance of less than 0.05, this means, the probability of those results occurs by chance is < 0.001. Therefore, significant amount of employees performance is influenced by the, training practice, which means independent variable (T and D) significantly predict the dependent variable (Employees performance) and it can be concluded as the overall regression model is significant,  $F(2,99)=102.714, P<0.05, R^2 = 47.1\%$  ( that is the regression model is a good to fit the data).

Furthermore, the lower the standard error of the estimate and the higher F–value evidenced that the interdependence of the variables, that is training strong and significant. Therefore, Training influence, it may be concluded as T and D is influence over EP is significant, where,  $P<0.001$ . This implies that, the hotel’s effort to develop its manpower and intervention of training practices, affect employee’s performance significantly. This result is also in line with the study finding of Kum, Cowden & Karodia (2014) and Elnaga and Imran (2013), who found that employees’ performance is predicted by training and development, rendered by hotels.

Table 03: (Coefficient) Training as predictor to EP

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.232	.529		4.220	.000
	EE	.715	.098	.701	3.938	.000
	EM	.525	.079	.486	1.581	.017
	ES	.453	.067	.395	1.543	.004

a. Dependent Variable: EP

Source: Authors findings

Based on the above coefficient table (4.3) Beta value 0.715 indicated that there is a positive relationship exists between training and over all employees' performance. Employee's performance which is statically significant at 99% confidence level. Moreover, the B- value 0.715 in the unstandardized coefficient column represent that, for every one-unit increase employee engagement, we expect 0.715 unit increase in employees' performance.

Based on the above coefficient table (4.3) Beta value 0.525 indicated that there is a positive relationship exists between employee motivation and over all employees' performance. Employee's performance which is statically significant at 99% confidence level. Moreover, the B- value 0.525 in the un standardized coefficient column represent that, for every one unit increase development practice, we expect 0.525 unit increase in employees' performance.

Beta value 0.453 indicated that there is a positive relationship exists between employee satisfaction and over all employees' performance. Employee's performance which is statically significant at 99% confidence level. Moreover, the B- value 0.453 in the un standardized coefficient column represents that, for every one unit increase employee satisfaction, we expect 0.525 unit increase in employees' performance.

The regression equation, in this condition, will be; -

Simple regression equation,

$$EP = \beta_0 + \beta_1 EE + \beta_2 EM + \beta_3 ES + e$$

$$EP = 2.232 + 0.715EE + 0.525EM + 0.453ES$$

## 5.0 Conclusions & Recommendations

### Conclusion

As evident from the results of the present study clearly shows that there a significant impact of training and employee Engagement, Motivation & Job satisfaction. Where as Training enhance the Employee Engagement by 71.5%, Motivation by 52.5% & Job satisfaction by 45.3%.

This study concludes that the organizations which invest in their employee's development are likely to have better engaged, Motivated and satisfied employees. By that they can achieve higher performance levels.

In terms of the study findings, the following recommendations are made:

1. Working circumstances in the organization should be enhanced so that they become constructive to the transfer of training.
2. The delivery of response to employees after training is recommended for employees to become conscious of areas where they can progress their performance.
3. The employer should provide enough resources for training to improve the training programmed provided.
4. The employer should have compulsory training programmes for all employees to improve the knowledge and understanding of annual business strategy and objectives.
5. Employees should be provided with effective training to reduce the time spent by managers on supervising employees.

6. Employees should be provided with more training programmes to decrease the cost of recruiting and training new staff members.

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