



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION (MBA)**

**THE EFFECT EMPLOYEE TRAINING ON EMPLOYEE
PERFORMANCE: THE CASE OF CAPITAL HOTEL AND SPA**

BY

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**A THESIS PRESENTED IN PARTIAL FULFILMENT OF
THE REQUIREMENT OF DEGREE OF MASTERS IN BUSINESS
ADMINISTRATION (MBA)**

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**JULY, 2024
ADDIS ABABA, ETHIOPIA**

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STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
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This is to certify that the study entitled, **The Effect Employee Training on Enhancing Employee Performance: The Case of Capital Hotel and Spa** was carried out by Hana Tamiru under the Supporting of Zemenu Aynadis (ASS.prof) submitted in partial fulfillment of the requirements for the award of Master of Business Administration in Management which complies with the regulations of the University.

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ACKNOWLEDGEMENT

First, I am grateful to God for granting me health, strength, patience, and perseverance throughout this research. I owe a great debt of gratitude to my advisor, Zemenu Aynadis (ASS.prof), for his diligent academic guidance, and valuable inputs during the thesis process. I extend my heartfelt thanks to Khalid Hassen and Sisay Abadi for their generous provision of necessary materials and unwavering assistance in all aspects of this research. I deeply appreciate the support from my family and friends who contributed to the success of this paper. Additionally, I acknowledge the employees of Capital Hotel and Spa for their cooperation in filling out the questionnaire and facilitating its completion. I am thankful to all participants and individuals who contributed their time, willingness, and valuable information, making this study meaningful. Special thanks go to my beloved family: my father, Tamiru Tadesse, my mother, Kokeb K/ymer, and my brother, Wasihun Tamiru, for their immense support and encouragement, which has been instrumental in my achievements. Lastly, I recognize and appreciate the contributions of all individuals who supported the entire work.

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ACRONYM AND ABBRIVATIONS

SME: Small and Medium Sized Enterprise

HRM: Human Resource Managements

VIF: Variance Inflation Factor

ANOVA: Analysis of Variance

SPSS: Statistical Package for Social Science

ABSTRACT

This study investigates the Effect of employee training on enhancing employee performance at Capital Hotel and Spa in Addis Ababa, Ethiopia. Utilizing a descriptive research design and a quantitative approach, the research aims to identify the prevalent training methods used, assess employee perceptions of training quality and effectiveness, and determine the influence of training on employee performance in terms of service quality. Data was collected through structured questionnaires distributed to a sample of 136 employees out of 215. The collected data were analyzed by using statistical tools (SPSS-Version 27). Both descriptive and inferential statistics were used for the data analysis. The descriptive statistics such as frequency, percent, mean and standard deviation were used for describing the demographic characteristics of respondents and the dependent and independent variables. The inferential statistics like Pearson correlation coefficient(r) and multiple linear regressions were used to determine if there is relationship existed between independent and dependent variables. The Pearson correlation test indicates that training method and how the employees perceive the training effectiveness and quality were positively correlated and claimed statistically significant relationship with employees' performance. The study highlights a significant proportion of respondents reported that the training enhanced their skills, precision, and commitment, contributing to higher efficiency and productivity. The regression result confirmed that the linear combinations of all the independent variables considered under the present study were significantly contributed to the positive variation in employees' performance. From the Beta coefficient results, the researcher found that, employees' perception of training quality and effectiveness contributed the highest variation for the current employees' performance while training method contributed the least variation. Hence, the researcher recommendations include the adoption of a more diverse range of training methods, regular assessment of training effectiveness, and continuous improvement based on feedback to further enhance employee skills and performance.

Keywords: Training method, employee perception, Employee performance

CHAPTER ONE

Introduction

This chapter contains the background of the study, the background of the organization, the Statement of the problem, the objective of the study, the research questions, the significance of the study, the scope of the study, and the definition of terms.

1.1 Background of the Study

In an uncertain market economy, knowledge and information have become vital sources of competitive advantage. In the modern hospitality industry, staying updated with the latest training methods and techniques is one of the key aspects to thrive. The most valuable asset for any business is its workforce. In today's globalized and fast-paced economy, employee training is crucial (Gazija, 2011).

Asfaw and Argaw (2015) revealed that training and development are positively correlated and have a statistically significant relationship with employee performance and effectiveness and suggested that the main purpose is improving the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets. Additionally, Jebesa (2022) reveals that the relationship between Training Practice, Delivery Mode, and employee performance is positive and significant.

According to Ahammad (2013), the level of service provided is directly influenced by the attributes possessed by the employees. In every hospitality business, it is all about competence in employee, and especially the employee's qualities. As a result, hotels widely employ training activity as a practical strategy to maintain their competitiveness in the market. Quality of service depends on the quality 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 equipping employees with professional knowledge, experienced skills and valid thought. These attributes encompass knowledge, skills, and mindset, which play a vital role in the continued existence and progress. Hence, it is imperative to prioritize staff training as it serves various purposes. Firstly, it enhances productivity by equipping employees with professional knowledge, skills, and valid perspectives. Additionally, staff training provides motivation and inspiration for workers by providing them with all the necessary information about their work and helping them realizes the significance of their roles.

As stated by Bercu (2017), employees in the hospitality industry often face the challenge of working irregular hours due to demanding customers with high expectations. Hotels need to invest in training to retain their staff, as Phonthanukitithaworn et al (2017) noted. Namin (2017) suggests that organizations that empower their employees are more likely to achieve customer satisfaction. Effective training programs significantly improve employee performance, leading to excellent customer service, as emphasized by Bahadur (2020). Benoliel and Schechte (2018) highlight the benefits of training for a department, including a knowledgeable team working towards a shared objective, enhanced team spirit, and greater customer satisfaction resulting from efficient products or services.

1.2 Background of the Organization

Capital Hotel & Spa is a five-star hotel located at 22 Mazzoria Haile G/Selassie Avenue, next to the Ministry of Water and Energy, Addis Ababa - Ethiopia. It is a conference resort with elegant conference rooms, luxury accommodations, premium dining rooms, dedicated sports bars, fine restaurants, an authentic Ethiopian cultural restaurant with cultural music and dance performances, a deluxe spa, a gym, and a swimming pool. (Capital Hotel & Spa, 2023)

The hotel has 114 spacious rooms, all of which are non-smoking. There are five types of rooms: Standard, Superior, Twin, Studio, and Suites. All rooms have balconies, WIFI, and in-room safes. The hotel also has 14 meeting rooms with equipped translation booth options. The rooms are named after various prominent African personalities, including the late renowned Ethiopian painter Afework Tekle, the Kenyan environmental activist Wangari Matthai, the Anti-apartheid struggle icon and South African first black President Nelson Mandela, and the Franco-Algerian literary giant Albert Camus. The hotel is also one of the Green Key and Safe Hotels Premium certified in Addis Ababa (Tadesse, 2020).

1.3 Statement of the Problem

The hospitality industry is one of the most dynamic and competitive sectors in the world, and it requires a highly skilled and qualified workforce to meet the diverse and changing needs and expectations of customers. The quality of hotel employees' service is a crucial determinant of customer satisfaction and loyalty, and it can significantly influence the hotel's reputation and success (choi & Dickson, 2010). Therefore, hotel managers need to

invest in adequate training programs that can enhance the performance and competencies of their employees.

The hospitality industry relies heavily on customer reviews and ratings, with platforms like TripAdvisor being critical indicators of a hotel's market performance. These reviews and ratings greatly influence potential customers' decisions. Capital Hotel and Spa led the market until 2022, maintaining a 4.5-star rating from 997 reviews over a decade. However, in just two years, Haile Grand Addis Hotel surpassed Capital Hotel and Spa with a 5-star rating from only 116 reviews (TripAdvisor, 2024), despite not having received the 5-star accreditation from the Ethiopian Standard Agency that Capital Hotel has. This change is attributed to the exceptional service provided by Haile Grand Addis Hotel's well-trained employees, as noted in customer reviews. Consequently, Capital Hotel and Spa must investigate and address any shortcomings in its employee performance to reclaim its leading market position.

1.4 Research Questions

1. Which methods of employee training does Capital Hotel and Spa use?
2. How employees perceive the quality and effectiveness of the training program in Capital Hotel and Spa?
3. How employees' training affects the performance of the employees in terms of service quality in Capital Hotel and Spa?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of this study was to examine the effect of employee training on enhancing employee performance, using a case of Capital Hotel and Spa.

1.5.2 Specific Objectives

The specific objective of this study was

1. To examine which methods of employee training does Capital Hotel and Spa use.
2. To examine how employees perceive the quality and effectiveness of the training program in Capital Hotel and Spa.

3. To examine how employee training affects the performance of the employees in terms of service quality in Capital Hotel and Spa.

1.6 Significance of the Study

The information obtained from this study primarily is beneficial for Capital Hotel and Spa to improve their employee performance by delivering training programs for their employees. It identified the specific areas in employee training that require improvement to enhance service quality, aiming to reclaim its leading market position. The organizations' management can use the result of this study as input when setting training and development policies. The research provides a benchmark for other hotels to understand the importance of employee training in enhancing employee performance, achieving high customer ratings and reviews, influencing overall market performance.

1.7 Scope of the Study

This study is geographically confined to Capital Hotel and Spa, located in Addis Ababa, Ethiopia.

Conceptual scope of the study was concentrated on the effect of training on employees' performance. While various issues pertain to the effect of training practices on employee performance, this study zeroes in on three key independent variables: training delivery, training implementation, and training evaluation based on employee feedback regarding the effectiveness and quality of the training.

Methodologically, it employs a descriptive and explanatory research design using a quantitative approach to evaluate several critical aspects.

1.8 Limitation of the Study

The primary limitation was the difficulty in having employees fill out questionnaires during their shifts, as they were busy and not permitted to engage in other activities when customers were present. Data collection was therefore conducted during the afternoon and evening shifts, which were more convenient for the employees.

Due to the employees' busy schedules and hotel policies, open-ended questions and interviews were not feasible. Future research should consider incorporating open-ended questions and interviews to obtain more in-depth insights.

1.9 Organization of the Study

This study is structured into five chapters. Chapter one introduces the paper, covering the background, statement of the problem, scope of the study, significance of the study, and objectives. Chapter two reviews both theoretical and empirical literature on training and employee performance. Chapter three details the research methodology, encompassing the entire research process from data collection to analysis. Chapter four presents the results and discussion of the study. Finally, Chapter five provides a summary of findings, conclusions, and recommendations based on the research outcomes.

CHAPTER TWO

Review of Literatures

The main contents of this chapter are review of theories and empirical studies related to training in hotel industries and other service provider sectors. After critical reviews, the conceptual frame work of the study is drawn.

2.1 Theoretical Review

2.1.1 Concept of Training

According to Kagli et al (2022) training is educational activities within an organization created to improve the knowledge and skills of employees while providing them within formation and instruction to perform specific tasks better. It is a continuous process of improving skills, acquiring knowledge, clarifying concepts, and changing attitudes through structured and planned training that can improve employee productivity and performance. Appropriate and efficient employee training helps develop skills and knowledge, which ultimately improves a company's productivity and overall growth.

Essien (2016) stated that training within the context of industry has a history that originated in the United States during the 1940s. It proved to be incredibly successful, as it played a crucial role in driving the development of advanced war materials beyond expectations. The primary motivation behind this system was the urgent need to quickly train new workers, particularly those joining the workforce as apprentice proletarians during the war period, in order to compensate for the skilled individuals who were sent off to war. Training is an essential aspect of human resource development, aimed at enhancing the value of individuals and societies within a structured framework.

Today, training continues to be of utmost importance to individuals, as it is considered the primary pathway towards acquiring the necessary knowledge and skills to contribute effectively and proficiently. Its main goal is to equip individuals with the information, managerial expertise, and specific skills required to perform their work efficiently and competently.

2.1.1.1 Employee Training

Employee training encompasses educational initiatives implemented within an organization, aiming to enhance the competencies and expertise of staff members. It

involves the provision of information and guidance to enable employees to perform their designated tasks more effectively. It is ongoing process that focuses on skill enhancement, knowledge acquisition, concept clarification, and attitude transformation through well-organized and purposeful training programs. Such structured training endeavors have the potential to boost employee productivity and performance, consequently fostering the growth and advancement of the entire company. Effective and efficient employee training plays a vital role in nurturing skills and knowledge, which in turn contributes to the overall productivity and success of a company (Zein & Nouredine, 2019).

2.1.1.2 Benefit of Training Employee

Several factors impact the growth and advancement of organizations in practical terms. In accordance with the current study, employee training holds immense importance during the organizational development process, as it significantly enhances performance and boosts productivity (Nassazi, 2013). By means of training, employees acquire and develop the necessary competencies to carry out their job responsibilities efficiently, enabling them to accomplish organizational objectives in a competitive manner.

According to Ahammad (2013), the majority of the advantages obtained from training can be readily achieved through the three main cycle of training. First is through proper designing, the main focus is on creating a structured and consistent approach to training solutions. This involves utilizing various methods such as face-to-face, open learning, and e-learning to cater to different learning needs. The objective is to ensure comprehensive and well-designed training programs that maximize learning outcomes.

Secondly through the implementation, the primary goal is to deliver effective training and provide learners with ample opportunities to acquire knowledge. This includes selecting appropriate formats and utilizing diverse training methods to enhance the learning experience. It involves applying and reinforcing learned outcomes within the court environment. This allows for monitoring individual progress and ensuring practical application of acquired knowledge

The other is through the evaluation of the training; the evaluation is centered on assessing training solutions by collecting, analyzing, and presenting information. This evaluation helps identify performance improvements, adapt to changing learning approaches, and

implement enhancements to interventions. By continuously evaluating training effectiveness, organizations can refine and optimize future initiatives to align with desired outcomes, fostering individual and organizational development.

In addition, it is essential to regularly review customer satisfaction feedback surveys to gauge guests' perceptions of hotel services and staff. Based on these evaluations, training needs can be identified and addressed accordingly.

2.1.1.3 Methods of Training

According to Armstrong and Taylor (2017) basically, there are two types of training methods.

2.1.1.3.1 On-job training

On-the-Job methods refer to the methods that are applied in the work place, while the staff is actually working to acquire specific skill (Aye, 2018). Sandeep et al (2019) On-job training is a training approach that enables trainees to actively engage in real or simulated situations. It promotes learning through hands-on experiences, which is ideal for developing skills and shaping attitudes. This type of training encompasses various methods such as coaching, orientation, job rotation, mentoring, and other activities aimed at personal development.

Workplace-friendly on-the-job training enhances the skills and knowledge of employees, instilling them with confidence in carrying out their responsibilities. As a result, this boosts customer satisfaction and fosters loyalty among customers (Bafaneli & Setibi, 2015). Some of on- the job trainings are: -

Job Rotation: Employees rotate between different jobs to understand various functions within the organization. It Enhances employee versatility and understanding of different roles, reduces monotony, and fosters a holistic view of the organization (Ivancevich, 2012).

Coaching: One-on-one training where an experienced employee guides the trainee. It's good for personalized feedback, development of specific skills, and improved performance (Noe, Gerhart, & Wright, 2006)

Job Instruction Training: Structured method where a trainer demonstrates a task and then allows the trainee to perform it under supervision.it Ensures consistency, quick learning through hands-on experience (Jacobs, 1995).

2.1.1.3.2 Off-job training

Off-job training is utilized in locations other than the workplace. Certain skills and knowledge are challenging to impart within the work environment, thus necessitating training to be conducted off-site (Aye, 2018). According to (2019), this training approach offers both spoken and written instructions, showcases the connections between different ideas, and outlines the guidelines for performing specific tasks. These methods consist of computational training, presentations, lectures, seminars, audio-visual, role-playing, management games, discussion groups, and other types of training aimed at enhancing professional and personal skills. Some of off-the-job trainings are: -

Presentations: Information is delivered to a group using visual aids like slides. Its efficient for conveying information to large groups, can be interactive(Blanchard, 2013).

Seminars: Formal gatherings with discussions and presentations on specific topics. It Encourages interaction, idea exchange, and deep dives into subjects(Armstrong & Taylor, 2017).

Orientation: Introductory training for new employees to familiarize them with the company's policies, culture, and their roles. It Smoothens transition, clarifies expectations, and boosts confidence also Helps new hires integrate quickly and effectively into the organization(Dessler, .2013).

Role Playing: Participants act out roles in realistic scenarios to practice responses. It Enhances interpersonal skills, problem-solving, and decision-making(Goldstein I. L., 2002).

Audio-Visual: Training using videos, slides, and other multimedia resources. Its engaging can illustrate complex concepts clearly and aid in the retention of information(Brown, 2000)

Demonstrations: Showing how to perform a task or use a tool. Its Visual and practical learning, immediate feedback (Laird D. , 1985).

Discussions: Interactive sessions where participants discuss topics to enhance understanding. It Promotes critical thinking and allows for the exploration of different perspectives (Biech, 2010).

Lectures: Traditional method where an expert delivers a talk on a specific topic which involves verbal instruction to a large audience. Efficient for conveying large amounts of information but may lack interactivity (McCarthy, 2000).

2.1.2 Employees Perception of Training

Rahman and Rahman (2013) conducted a study on how employees in specific commercial banks perceive the effectiveness of training programs. The findings revealed that employees do not perceive a clear improvement in their skills and abilities through training. Moreover, it identified that employees harbor negative feelings and attitudes towards management development systems, believing that they do not adequately contribute to organizational goals, resulting in employee dissatisfaction. According to Armstrong and Taylor (2017), the efficacy of training programs is influenced by the skills of the trainer, the design of the training, the manner in which it is delivered, the learning environment, and the available training facilities. The author suggests that training managers should take into account the trainees' perceptions of these factors in order to ensure the continued success of training programs within the desired timeframe. Ponder et al (2019) believe that recognizing the viewpoints of employees regarding the training process holds significant value, and numerous criteria have surfaced to assess the effectiveness of training programs based on trainees' perspectives.

2.1.3 Hotel Industry and Training

In the contemporary hotel industry, the focus lies on the competence and, more importantly, the qualities of individuals, particularly the employees. The quality of service provided by hotels greatly depends on the attributes exhibited by their staff members (Kalgi, Kale, & Punde, 2022). One crucial factor contributing to the success of hotel industries is the type of training that employees receive to ensure efficient service delivery within the hospitality sector (Malonza & Walaba, 2016). The training of employees is vital for hotels to recognize the value of human capital and serves as a significant method to attract, nurture, and retain talented individuals (Wang, 2023).

The performance of hotels is significantly influenced by employee training, which serves as a pivotal factor. Through training, employee productivity is enhanced, and they are motivated to provide improved customer service. Moreover, within the hotel industry,

training serves as a strategic tool to effectively implement a differentiation strategy. This involves assembling a team of highly skilled and competent staff members who can deliver exceptional service and meet customer expectations. Having a robust and successful training and development strategy for your staff and employees always works in your favor. This strategy, if well-known, directly impacts the reputation of the market (Zein & Nouredine, 2019).

2.1.3.1 Training and Service Quality

Hotels strive to ensure that customers have the best possible experience during their stay, encouraging them to return (Konova, 2020). The provision of efficient, helpful, and excellent assistance that meets the needs and expectations of customers is directly influenced by the attributes possessed by the employees, which can be achieved through effective training programs. As stated by Ahammad (2013) the level of service provided is directly influenced by the attributes possessed by the employees. Quality of service depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel's survival and development. In addition, Abdelhamied (2019), emphasize that, training has been found to improve the perceived quality of service and positively influence the consistency of service delivery, leading to higher level of customer satisfaction. Therefore, staff training is essential in many ways which increases productivity while employees are equipped with professional knowledge, experienced skills and valid thoughts.

2.2 Empirical Review

Dewi et al. (2024) on their research conducted a thorough examination of the impact of training and skill development programs on employee performance in private banks. The study aimed to uncover the complexities of the relationship between training initiatives, skill enhancement, and overall organizational outcomes. Employed a carefully designed mixed-methods approach, which combined quantitative surveys and qualitative interviews, the research aimed to provide a detailed and comprehensive understanding of the various dynamics involved. The literature review situated the study within the broader context of research on training programs and employee performance. It is recognized that the effectiveness of such programs depends on factors such as program design, delivery

methods, and organizational culture. Methodologically, a mixed-methods approach was used to capture the richness and depth of the phenomenon being investigated. Quantitative data was collected through structured surveys distributed to employees who had participated in training programs in private banks. Likert scales were utilized to assess perceived enhancements in skill levels and performance outcomes. Simultaneously, qualitative data was obtained through in-depth interviews with key stakeholders, including human resource professionals and training facilitators, providing a more comprehensive understanding of the contextual factors that influence program effectiveness. Preliminary analysis of the data indicated an overall positive perception among employees regarding the impact of training and skill development programs on their performance. Quantitative results revealed statistically significant improvements in self-reported skill levels and job performance. Qualitative findings enhance the understanding by revealing the nuanced role of program design, support mechanisms, and organizational culture in shaping the outcomes of training initiatives. The subsequent discussion synthesized the quantitative and qualitative findings, exploring the implications of the results for human resource management practices and organizational strategy in private banks. This section delves into potential areas for improvement in the design and implementation of training programs, providing practical recommendations for private banks aiming to optimize the impact of these initiatives on employee performance. In doing so, the research contributed valuable insights to organizational development in the banking sector.

Matofari (2015) investigated the impact of training approaches on the effectiveness of small and medium-sized hotels in the hospitality sector in Mombasa. The study specifically aimed to determine the influence of three elements of training practices, namely training plans, training methods, and programs, on the performance of these hotels. The participants in the study were individuals employed in hotels within Mombasa. The research was conducted in 24 hotels, which were the units of analysis for this study. A descriptive survey was utilized, targeting a representative sample from the population of interest. Data was collected through the administration of a questionnaire, and statistical package for social sciences was employed for data analysis. The findings of the study revealed a positive correlation between training practice variables and the performance of SME hotels in Mombasa. Additionally, the study discovered that on-the-job training was the preferred

method of training among the sampled SME hotels, and evaluating employee performance through observation was the most favored evaluation method after training. The study recommends that future research should concentrate on examining the impact of training practices on individual employee performance and the perception of training as an indication of SME hotels' concern for their employees.

In addition, Angela (2014) aimed to investigate the effects of training on employee performance among international civil servants. The research questions focused on the role of training in employee engagement, motivation, and job satisfaction. A survey research design was used with a sample of 45 staff from the United Nations Support Office for the African Mission in Somalia. Data was collected through a questionnaire and analyzed using various statistical techniques. The findings revealed that training enhances employee engagement in change processes and innovation, improves performance, and increases enthusiasm for work. Additionally, training positively influences employee motivation through recognition, alignment with organizational goals, and development of positive leadership traits. Moreover, training contributes to job satisfaction by improving relationships with supervisors, promoting initiative and skill utilization, and impacting work activities. The study recommends regular training to enhance employee engagement, motivation, and job satisfaction, while aligning training strategies with productivity goals. It also suggests evaluating training strategies for uniform effects across the organization and encourages further research on different populations and time zones to strengthen empirical conclusions.

Based on the analysis and discussions of the aforementioned studies, it is evident that to attain optimal productivity through the efficient and effective performance of employees, every organization must prioritize the training and development of its workforce. This holds particularly true for the hotel industry, where human resources are considered the most valuable asset and employees significantly contribute to guest satisfaction, as they are directly involved in serving people. The examination of previous studies indicated that the majority of research has primarily concentrated on industries other than the hotel industry. There is a scarcity of studies in the field of Human Resource Management (HRM) literature specifically related to employee training in hotels. Furthermore, there is a notable absence

of studies focusing on the training of employees in five-star hotels in Addis Ababa. The researcher aims to fill this research gap by undertaking investigation. The study contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects.

2.3 Conceptual Framework

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 enhance employee performance through method of the training, how employees perceive training and training affect the performance of the employees in terms of service quality.

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. independent variables: training delivery, training implementation, and training evaluation based on employee feedback regarding the effectiveness and quality of the training and employee performance as dependent variable. The following framework visually depicts the relationship between the independent and dependent variable emphasizing their interconnectedness in the context of Capital Hotel and Spa.

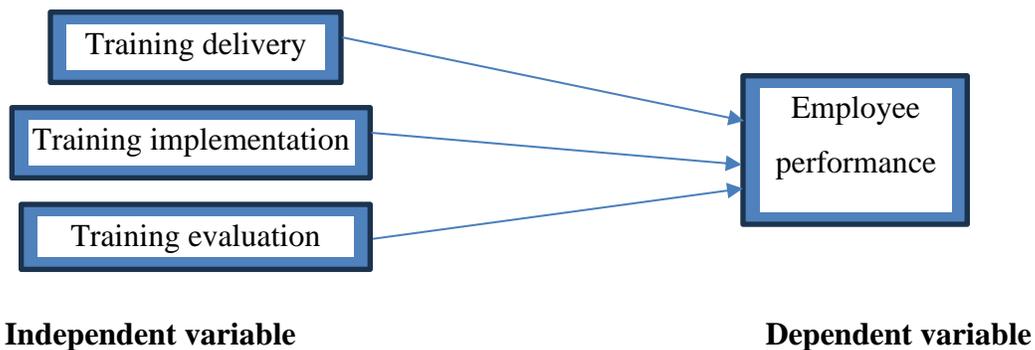


Figure 1 Conceptual Framework

Source: (Yimam, 2022)

CHAPTER THREE

Research Methodology

This study attempted to assess the effect of employee training on enhancing employee performance in the case of Capital Hotel and Spa. The research design, the research approach, the sampling design, the instrument of data collection, the data collection procedure and finally data analyses method that were applied is discussed under this chapter.

3.1 Research Design

A descriptive and explanatory research design was used in this study to get more elaborated relationship between employee performance and employee training as well as the effect of employee training on employee performance. A survey research design was used because survey research design involves the collection of data from a sample of individuals using structured questionnaires or interviews. This design allowed the researchers to collect data on specific aspects of the training the practice of Capital Hotel and Spa and its effect on enhancing employee performance.

3.2 Research Approach

The study employed a quantitative research approach. By utilizing quantitative data collection methods, the researchers could validate their findings through comparing and contrasting the results obtained. This approach facilitated a more thorough analysis of the data. The numerical data gathered through questionnaires provided quantitative information that could be analyzed using statistical techniques to identify trends and patterns, thereby enhancing the credibility and reliability of the study.

3.4 Population and Sample

3.4.1 Target Population

The target population of the study was all full-time employees working in all departments of Capital Hotel and Spa. The total population of the study is 215 employees.

3.4.2 Sampling Technique

The sampling technique that was used in this study is non probability sampling. For the sake of ensuring high response rate and quick return of questionnaire, non-probability sampling in the form of convenience sampling technique was employed. In hotel industry it

is necessary to use this sampling technique due to the nature of employees working in various shifts. As hotel operates seven days a week and twenty-four hours a day, some employees work non-traditional working hours, for instance night shift. These reason-imposed difficulties for the researcher to approach respondents for distribution and collection questionnaire unless convenience sampling was employed.

3.4.3 Sampling Size

According to Yemane (1973), simplified formula for proportion sample size for selecting sampling to the study. As per the formula indicated below

$$n = \frac{N}{1 + N(e^2)}$$

$$n = \frac{215}{1 + 215(0.05^2)}$$

$$n = \underline{140}$$

Where: n = computed Sample size

N = Total number of employees (Population size) = 215

e = Maximum variability or Margin of error = 5% (0.05) yields the sample size to be at least 140 employees for participation.

3.5 Data Source and Type

Primary data was used. The primary data was gathered from various employees, managers, and human resource managers in the organization.

3.6 Data Collection Tools

Questionnaire was used to gather data. The use of questionnaires allowed the researcher to collect structured data on training method, and how the employees perceive the training quality and effectiveness as well as the effect of training employees on enhancing employee performance. The use of close-ended questions enabled the researcher to collect data that can be easily summarized in tabular form, making it easier to analyze and draw conclusions from the data.

3.7 Methods of Data Collection

The method of data collection used for this research survey involved the use of questionnaires to gather quantitative data. The questionnaires guide was developed based on the research objectives and questions, pre-tested to ensure clarity, and distributed to a selected sample of employees. Due to employees' busy schedules during customer-facing shifts, which prohibited them from engaging in other activities, a close-ended questionnaire design was necessary for swift completion. Given the hotel's 24/7 operation, data collection primarily occurred during evening hours when front-facing employees had fewer customer interactions. Additionally, data was also gathered during afternoon shifts from employees working in back-office roles, ensuring data collection was conducted at times convenient for all staff involved.

3.8 Data Analysis

The researchers utilized quantitative data analysis to compile the results from close-ended questions into tables. This method allowed them to quantify the responses, revealing trends and patterns in the data. They employed descriptive statistics to summarize the data, correlation analysis and multiple linear regression analysis to examine the relationship between one dependent variable and multiple independent variables.

3.9 Reliability and Validity

In order to achieve the objective of the study the researcher checked validity and reliability. Validity concerns with the degree to which a question measures what it is intended to measure. To assure the validity of the study, the researcher took comments from the advisor and also discussed with Capital Hotel and Spa staffs about the questionnaires before it was distributed. Reliability was also checked for the survey instrument so the researcher tested the reliability of the questionnaire by using Cronbach's Alpha. Therefore, using all 38 variables in the questioner the SPSS result shows that the questionnaire's reliability is .867.

Table 1: Result of reliability test for the questionnaire

Reliability Statistics	
Cronbach's Alpha	Number of variables
.867	38

Source: Questionnaire and SPSS output (2024)

As shown in the above table the reliability score for the data collection instrument for the items was 0.867. According to Lombard et.al. (2010), coefficients of 0.90 or greater are nearly always acceptable, 0.80 or greater is acceptable in most situations, and 0.70 may be appropriate in some exploratory studies for some guides. This indicates that the items in each of the domains were well understood by the respondents. The items have measured what they were designed to measure.

3.10 Ethical Consideration

Any information that was provided from the survey were treated with the strictest confidence it deserves. In addition to this, at the time of data collection, researcher did not force the respondents to fill the questionnaire rather communicate politely. The techniques that were employed by the researcher was voluntary participation and harmlessness, anonymity and confidentiality, disclosure and analysis and reporting.

CHAPTER FOUR

Data Analysis and Interpretation

This chapter shows results and interpretation of the collected data. It consists of two sections. The first section shows the demographic characteristics of respondents in terms of gender, educational qualification, work experience, frequency of training, methods of training and relevance of the training. The second section discusses the main part of the study, the analysis and interpretation of data those were collected through questionnaire from Capital Hotel and Spa employees.

4.1 Respondents Response

Table 2 : Respondents response rate

	No	Percent
Questionnaires Distributed	140	100%
Questionnaires Returned	136	97.1%
Questionnaires Unreturned	4	2.9%

Source: Questionnaire and SPSS output (2024)

The response rate is a crucial aspect of any research study as it influences the generalizability and validity of the findings. In this study, a total of 140 questionnaires were distributed to employees of Capital Hotel and Spa. As presented in Table 2, 136 questionnaires were returned, resulting in an impressive response rate of 97.1%.

The high response rate of 97.1% achieved in this study aligns with the recommendations of several researchers who emphasize the importance of maximizing response rates in survey-based research. Rogelberg and Stanton (2007) argue that higher response rates reduce the potential for non-response bias and increase the generalizability of the findings. Similarly, Dillman (2000) suggests that a response rate of 60% or higher is considered acceptable for most research purposes, while Baruch and Holtom (2008) recommend aiming for a response rate above 80% to ensure the validity and reliability of the results.

The strategies employed to achieve the high response rate in this study are consistent with the best practices outlined in the literature. For instance, Dillman's Tailored Design Method (2014) emphasizes the importance of personalized communication, repeated follow-ups, and ensuring

the confidentiality and anonymity of respondents, which are likely to have contributed to the high response rate in this study.

Furthermore, the high response rate aligns with findings from previous studies in the hospitality industry. For example, Wang et al. (2020) achieved a response rate of 92% in their study examining employee training and job satisfaction in the hotel industry, while Kusluvan et al. (2010) reported a response rate of 89% in their research on employee attitudes towards training in the hospitality sector.

By achieving such a remarkable response rate, this study addresses a common limitation identified in previous research. For instance, Chiang et al. (2005) acknowledged the potential for non-response bias due to a relatively lower response rate of 67% in their study on the impact of employee training on service quality in the hotel industry.

The high response rate achieved in this study not only enhances the validity and reliability of the findings but also contributes to the existing body of knowledge by demonstrating the effectiveness of various strategies in maximizing response rates in the hospitality sector.

4.1.1 Personal Information of the Respondents

The first section of the questionnaire consists of six items about demographic characteristics of the respondents such as: gender group of respondents, academic qualification of respondents, work experience of the respondents, and frequency of training. The following table summarized the data pointed out from the respondents.

Table 3: Personal information of the respondents

No	Variables	Response	Frequency	Percent
1	Gender	Female	76	55.9
		Male	60	44.1
		Total	136	100.0
2	Age	18-25	56	41.2
		26-35	68	50.0
		36-45	8	5.9
		46-55	4	2.9
		Total	136	100.0

3	Educational Background	Grade10-12	4	2.9
		Diploma	24	17.6
		Degree	104	76.5
		Master's Degree	4	2.9
		Total	136	100.0
4	Work Experience in Capital Hotel and Spa	1	40	28.6
		10	8	5.7
		11	4	2.9
		12	4	2.9
		2	44	31.4
		3	8	5.7
		4	4	2.9
		5	16	11.4
		6	4	2.9
		9	4	2.9
		Total	136	100.0

Source: Questionnaire and SPSS output (2024)

The demographic characteristics of the respondents are presented in Table 3. The findings reveal that 55.9% of the respondents were female, while 44.1% were male. This relatively equal distribution of gender suggests that the sample is representative of the hotel's workforce and provides a balanced perspective on the training programs and their impact on employee performance.

Regarding age, the majority of respondents (50%) were between 26 and 35 years old, followed by 41.2% in the 18-25 age group. This indicates that the hotel employs a relatively young workforce, which is common in the hospitality industry. Younger employees may have different training needs and perceptions compared to older, more experienced workers, making these findings particularly relevant for understanding the effectiveness of training programs for different age groups.

In terms of educational background, a significant proportion of respondents (76.5%) held a bachelor's degree, while 17.6% had a diploma. This suggests that the hotel values hiring

employees with higher education qualifications, which may influence their ability to absorb and apply training effectively. Additionally, the presence of employees with varying educational backgrounds could provide insights into how training programs cater to different learning styles and preferences.

The work experience of respondents at Capital Hotel and Spa varied substantially, with the largest groups having either 1 year (28.6%) or 2 years (31.4%) of experience. This diversity in work experience allows for a comprehensive understanding of how training programs impact employees at different stages of their careers within the organization. Newer employees may have different training needs compared to those with more tenure, and their perceptions of the training's effectiveness could vary accordingly.

Personal information of the respondents suggests a diverse sample in terms of gender, age, educational background, and work experience. This diversity enhances the generalizability of the findings and provides valuable insights into the effectiveness of training programs across various demographic groups within the hotel's workforce.

4.1.2 Respondents' opinion related to training characteristics

Table 4: Training characteristics

No	Variables	Response	Frequency	Percent
1	How often do the trainees undergo training?	Quarterly	64	47.1
		Every six month	8	5.9
		Once a year	4	2.9
		No specific schedule	60	44.1
		Total	136	100.0
2	What are the methods of facilitation at the training you have attended?	Lecture	52	38.2
		Demonstrations	4	2.9
		Discussion	12	8.8
		Presentation	32	23.5
		Seminar	12	8.8
		Job rotation	4	2.9
		Coaching	16	11.8

		Orientation	4	2.9
		Total	136	100.0
3	Do the methods used during training have any impact on your skill?	Yes	128	94.1
		No	8	5.9
		Total	136	100.0
4	How will you rate the quality of the training program for which you have participated?	Average	28	20.6
		Good	44	32.4
		Very good	48	35.3
		Excellent	16	11.8
		Total	136	100.0
5	How relevant were the trainings you received to your work?	Not relevant	4	2.9
		not sure	4	2.9
		Relevant	100	73.5
		Very relevant	28	20.6
		Total	136	100.0

Source: Questionnaire and SPSS output (2024)

The majorities of employees receive training quarterly or have no specific schedule. The high percentage of no specific schedule (44.1%) suggests that there may be inconsistency in training, which could impact overall training effectiveness.

Lectures (38.2%) and presentations (23.5%) are the most commonly used training methods. Other interactive methods such as discussions, seminars, and coaching are also utilized but to a lesser extent. The variety in training methods suggests a multifaceted approach to training, aiming to cater to different learning styles.

However, a significant majority of respondents feel that the training methods employed are impactful, indicating overall satisfaction with how training is conducted. Most respondents view the training quality positively, with the highest percentages in the good (32.4%) and very good (35.3%) categories. This reflects a generally high standard of training quality, although there is room for improvement to shift more responses towards excellent (11.8%). The vast majority of

respondents (73.5%) find the training relevant. This suggests that the training content is well-aligned with the employees' job requirements and responsibilities.

4.1.3 Respondents' opinion related to training method used in Capital Hotel and Spa

Table 5: Training delivery and implementation

Variables	Response	frequency	percent	Mean	Std. Deviation
The method of the training used by the organization is relevant to the training objectives	Disagree	16	11.8	3.7353	.81863
	Neutral	20	14.7		
	Agree	84	61.8		
	Strongly agree	16	11.8		
Trainer gives clear direction during training	Disagree	12	8.8	3.8824	.83497
	Neutral	20	14.7		
	Agree	76	55.9		
	Strongly agree	28	20.6		
The methods of training used by the organization were effective	Disagree	16	11.8	3.4412	.81436
	Neutral	56	41.2		
	Agree	52	38.2		
	Strongly agree	12	8.8		
Most of the time the hotel gives on the job training like job rotation, coaching, job instruction etc	Disagree	4	2.9	3.7059	.71095
	Neutral	48	35.3		
	Agree	68	50.0		
	Strongly agree	16	11.8		
Most of the time the hotel gives off the job training like lectures, seminars, group discussion etc	Disagree	20	14.7	3.5882	.84740
	Neutral	28	20.6		
	Agree	76	55.9		
	Strongly agree	12	8.8		
The training technique used by the hotel helped me to enhance my job performance	strongly disagree	8	5.9	3.2353	.97552
	Disagree	20	14.7		
	Neutral	48	35.3		
	Agree	52	38.2		
	Strongly agree	8	5.9		

	agree				
The training method used is relevant to my role/position	Disagree	20	14.7	3.4706	.91846
	Neutral	52	38.2		
	Agree	44	32.4		
	Strongly agree	20	14.7		
The training delivery method is effective to my learning style	Disagree	20	14.7	3.5294	.85150
	Neutral	36	26.5		
	Agree	68	50.0		
	Strongly agree	12	8.8		

Source: Questionnaire and SPSS output (2024)

The findings presented in Table 5 provide valuable insights into the employees' perceptions of the training methods employed by Capital Hotel and Spa and their effectiveness in enhancing job performance.

First, the study revealed that a majority of respondents (61.8%) agreed that the training methods used by the organization were relevant to the training objectives, with an additional 11.8% strongly agreeing with this statement. This finding aligns with the first specific objective of the study, which aimed to examine the methods of employee training used by Capital Hotel and Spa. The high level of agreement suggests that the hotel has been successful in implementing training programs that are well-aligned with the desired learning outcomes.

Regarding the clarity of direction provided by trainers during the training sessions, a significant proportion of respondents (55.9%) agreed that trainers gave clear direction, while an additional 20.6% strongly agreed. This is a positive finding, as clear communication and guidance from trainers are crucial for effective knowledge transfer and skill development during training programs.

However, when asked about the overall effectiveness of the training methods used by the organization, the responses were more varied. While 38.2% of respondents agreed that the methods were effective, a substantial proportion (41.2%) remained neutral on this matter. This finding suggests that there may be room for improvement in the design and delivery of training programs to enhance their perceived effectiveness among employees.

The study also explored the specific types of training methods employed by Capital Hotel and Spa. The results revealed that the hotel frequently utilizes on-the-job training methods, such as job rotation, coaching, and job instruction, with 50% of respondents agreeing and 11.8% strongly agreeing that these methods were commonly used. Additionally, off-the-job training methods, such as lectures, seminars, and group discussions, were also employed, as indicated by 55.9% of respondents agreeing and 8.8% strongly agreeing with this statement.

Importantly, the study aimed to examine the impact of training on employee performance in terms of service quality. The findings revealed a mixed response, with 38.2% of respondents agreeing that the training techniques used by the hotel helped enhance their job performance, while 35.3% remained neutral, and a combined 20.6% disagreed or strongly disagreed. This suggests that while the training programs may have been effective for some employees, there is still room for improvement to ensure that the training translates into tangible performance enhancements for all employees.

Furthermore, the study explored the relevance of the training methods to employees' roles and positions, as well as their alignment with individual learning styles. While 32.4% of respondents agreed that the training methods were relevant to their roles, a substantial proportion (38.2%) remained neutral on this matter. Similarly, regarding the effectiveness of the training delivery methods in catering to individual learning styles, 50% of respondents agreed that the methods were effective, while 26.5% remained neutral.

The findings suggest that while Capital Hotel and Spa has made efforts to implement various training methods, both on-the-job and off-the-job, there is still room for improvement in terms of enhancing the perceived effectiveness, relevance, and alignment of the training programs with employees' roles, learning styles, and desired performance outcomes. These insights provide valuable guidance for refining and enhancing the hotel's training initiatives to better support employee development and service quality.

4.1.4 Respondents' opinion related to employees' perception training quality and effectiveness

Table 6: Training evaluation

Variables	Response	frequency	percent	Mean	Std. Deviation
I am able to get all my questions answered during the training	Disagree	20	14.7	3.4412	.81436
	Neutral	44	32.4		
	Agree	64	47.1		
	Strongly agree	8	5.9		
I got enough time and resource to complete the training	strongly disagree	4	2.9	3.0882	.92272
	Disagree	32	23.5		
	Neutral	56	41.2		
	Agree	36	26.5		
	Strongly agree	8	5.9		
The trainer was supportive and engaging	strongly disagree	4	5.00	3.8529	.97775
	Disagree	8			
	Neutral	28			
	Agree	60			
	Strongly agree	36			
The training platform was easy to use and understand	strongly disagree	4	2.9	3.7059	.98971
	Disagree	12	8.8		
	Neutral	32	23.5		
	Agree	60	44.1		
	Strongly agree	28	20.6		
The environment of the training was not conducive and not comfortable to learning	strongly disagree	20	14.7	2.6765	.99541
	Disagree	36	26.5		
	Neutral	48	35.3		
	Agree	32	23.5		
The environment of the training was	Disagree	20	14.7	3.1176	.67833

convenient to learning	Neutral	84	61.8		
	Agree	28	20.6		
	Strongly agree	4	2.9		
As an employee i understand the trainings' objective	strongly disagree	8	5.9	3.6471	.97014
	Disagree	8	5.9		
	Neutral	24	17.6		
	Agree	80	58.8		
	Strongly agree	16	11.8		
I think that the training is enough to enable me to do my job as required	strongly disagree	4	2.9	3.2353	.91275
	Disagree	20	14.7		
	Neutral	64	47.1		
	Agree	36	26.5		
	Strongly agree	12	8.8		
The given trainings met my expectation	Disagree	24	17.6	3.3529	.87373
	Neutral	52	38.2		
	Agree	48	35.3		
	Strongly agree	12	8.8		
The training materials used are relevant to my role/position	Disagree	16	11.8	3.5000	.91894
	Neutral	60	44.1		
	Agree	36	26.5		
	Strongly agree	24	17.6		
The trainer was knowledgeable about the subject matter	Disagree	4	2.9	4.0294	.74973
	Neutral	24	17.6		
	Agree	72	52.9		
	Strongly agree	36	26.5		
The trainings were well organized	Disagree	16	11.8	3.6471	.87373
	Neutral	36	26.5		
	Agree	64	47.1		
	Strongly agree	20	14.7		
After the training i feel comfortable	Disagree	16	11.8	3.6176	.87820

handling the assigned tasks	Neutral	40	29.4		
	Agree	60	44.1		
	Strongly agree	20	14.7		

Source: Questionnaire and SPSS output (2024)

The findings presented in Table 6 provide valuable insights into the employees' perceptions of how the training programs offered by Capital Hotel and Spa affect their performance, particularly in terms of service quality. This section directly addresses the third specific objective of the study, which aimed to examine the impact of employee training on performance in terms of service quality.

One of the key findings is related to employees' ability to get their questions answered during the training sessions. While 47.1% of respondents agreed that they were able to get their questions answered, a notable proportion (32.4%) remained neutral, and 14.7% disagreed. Effective communication and clarification during training are crucial for ensuring that employees fully understand the content and can apply the acquired knowledge and skills to their work, ultimately enhancing their performance.

Concerning the availability of time and resources to complete the training, the responses were relatively mixed. While 26.5% of respondents agreed that they had enough time and resources, a substantial proportion (41.2%) remained neutral, and a combined 26.4% disagreed or strongly disagreed. Inadequate time and resources can hinder employees' ability to fully engage with and absorb the training content, potentially limiting the positive impact on their performance.

On a positive note, the study found that the trainers were perceived as supportive and engaging, with 60% of respondents agreeing and 36% strongly agreeing with this statement. Supportive and engaging trainers can create a conducive learning environment, fostering better knowledge retention and skill development, which can translate into improved employee performance.

The findings also revealed that the majority of respondents (64.7%) found the training platform easy to use and understand, which can facilitate a smoother learning experience and enhance the effectiveness of the training programs. However, a notable proportion (23.5%) remained neutral, and a combined 11.7% disagreed or strongly disagreed, suggesting potential areas for improvement in the user-friendliness of the training platform.

Interestingly, the study found contrasting perceptions regarding the conduciveness of the training environment for learning. While 35.3% of respondents remained neutral on this matter, 23.5% agreed that the environment was not conducive, and 40.2% disagreed or strongly disagreed with this statement. A conducive learning environment can significantly impact employees' ability to concentrate, engage, and retain information, ultimately affecting their performance.

Regarding the understanding of the training objectives, a majority of respondents (58.8%) agreed that they understood the objectives, while an additional 11.8% strongly agreed. Clear and well-communicated training objectives can help employees align their learning with the desired outcomes, potentially leading to better performance.

When it came to the perceived sufficiency of the training in enabling employees to perform their jobs as required, the responses were mixed. While 26.5% of respondents agreed that the training was sufficient, a substantial proportion (47.1%) remained neutral, and a combined 17.6% disagreed or strongly disagreed. This finding highlights the importance of ensuring that training programs are comprehensive and tailored to meet the specific needs of employees' roles and responsibilities.

The study also explored whether the training met employees' expectations, with 35.3% of respondents agreeing that their expectations were met. However, a notable proportion (38.2%) remained neutral, and 17.6% disagreed, suggesting that there is room for improvement in aligning the training programs with employees' expectations and ensuring their needs are adequately addressed.

In terms of the relevance of the training materials to employees' roles and positions, the responses were mixed. While 26.5% of respondents agreed that the materials were relevant, a substantial proportion (44.1%) remained neutral, and 11.8% disagreed. Relevant and job-specific training materials can enhance the practical applicability of the acquired knowledge and skills, potentially leading to better performance.

On a positive note, the study found that the trainers were perceived as knowledgeable about the subject matter, with 52.9% of respondents agreeing and 26.5% strongly agreeing with this statement. Knowledgeable trainers can impart valuable insights and expertise, contributing to the overall quality and effectiveness of the training programs, and ultimately enhancing employee performance.

Regarding the organization of the training programs, the majority of respondents (47.1%) agreed that the trainings were well-organized, while an additional 14.7% strongly agreed. Well-organized training programs can facilitate a more structured and efficient learning experience, potentially leading to better knowledge retention and skill development, ultimately impacting employee performance positively.

Finally, when asked about their comfort level in handling assigned tasks after the training, 44.1% of respondents agreed that they felt comfortable, while an additional 14.7% strongly agreed. However, a significant proportion (29.4%) remained neutral, and 11.8% disagreed, indicating that the training programs may not have fully prepared all employees to confidently handle their assigned tasks, which could potentially impact their performance.

The result suggests that while the training programs offered by Capital Hotel and Spa have made efforts to enhance employee performance through various methods and approaches, there are areas that require further improvement. Addressing factors such as ensuring adequate time and resources, creating a conducive learning environment, aligning training materials with job roles, and tailoring the programs to meet employees' expectations can potentially lead to more significant positive impacts on employee performance in terms of service quality.

4.1.5 Respondents' opinion related to employee performance

Table 7: Employee performance

Variables	Response	Frequency	Percent	Mean	Std. Deviation
The training program equips with higher skill to perform work quickly and effectively	Disagree	12	8.8	3.5294	.77880
	Neutral	52	38.2		
	Agree	60	44.1		
	Strongly agree	12	8.8		
The training helped me to perform my job accurately and precisely	Disagree	12	8.8	3.5294	.77880
	Neutral	52	38.2		
	Agree	60	44.1		
	Strongly agree	12	8.8		
The training helped me to be committed towards my job	Disagree	16	11.8	3.5294	.88561
	Neutral	52	38.2		
	Agree	48	35.3		

	Strongly agree	20	14.7		
I can say that the training practice of the organization helped me to perform and work effectively on my regular activities	Disagree	20	14.7	3.4412	.84996
	Neutral	48	35.3		
	Agree	56	41.2		
	Strongly agree	12	8.8		
The training helped me give quality service	Disagree	12	8.8	3.7941	.87023
	Neutral	32	23.5		
	Agree	64	47.1		
	Strongly agree	28	20.6		
I became more responsible and confident in performing work related task after receiving the training	Disagree	16	11.8	3.6471	.90700
	Neutral	40	29.4		
	Agree	56	41.2		
	Strongly agree	24	17.6		
The trainings motivate me to enhance my job performance	Disagree	8	5.9	3.6471	.80304
	Neutral	52	38.2		
	Agree	56	41.2		
	Strongly agree	20	14.7		

Source: Questionnaire and SPSS output (2024)

The findings presented in Table 7 directly address the third specific objective of the study, which aimed to examine how employee training affects the performance of employees in terms of service quality at Capital Hotel and Spa. These insights are crucial in understanding the impact of training initiatives on enhancing employee performance, which is a key factor in delivering high-quality service in the hospitality industry.

One of the notable findings is that a majority of respondents (44.1%) agreed that the training program equipped them with higher skills to perform their work quickly and effectively, while an additional 8.8% strongly agreed with this statement. This suggests that the training programs provided by the hotel have been effective in enhancing employees' skill sets, enabling them to carry out their tasks more efficiently and productively.

Similarly, an equal proportion of respondents (44.1%) agreed that the training helped them perform their jobs accurately and precisely, with an additional 8.8% strongly agreeing. Precision

and accuracy are essential in the hospitality industry, where attention to detail and high-quality service delivery are paramount. These findings indicate that the training programs have contributed to improving employees' ability to execute their duties with greater precision and accuracy.

Regarding the impact of training on employee commitment, the study found that 35.3% of respondents agreed that the training helped them be more committed towards their jobs, while an additional 14.7% strongly agreed. Employee commitment is a crucial factor in ensuring consistent and high-quality service delivery, as committed employees are more likely to go the extra mile in meeting and exceeding guest expectations.

When asked about the effectiveness of the training practices in helping them perform their regular activities, 41.2% of respondents agreed that the training practices were helpful, while an additional 8.8% strongly agreed. However, a notable proportion (35.3%) remained neutral on this matter, suggesting that there may be room for improvement in tailoring the training programs to better address employees' specific job roles and responsibilities.

Importantly, the study found that a majority of respondents (47.1%) agreed that the training helped them give quality service, with an additional 20.6% strongly agreeing. This finding directly aligns with the third specific objective of the study and indicates that the training programs have positively impacted employees' ability to deliver high-quality service, which is essential in the hospitality industry.

Furthermore, the study revealed that 41.2% of respondents agreed that they became more responsible and confident in performing work-related tasks after receiving the training, while an additional 17.6% strongly agreed. Increased responsibility and confidence are valuable outcomes of effective training programs, as they contribute to employees' ability to handle their duties more effectively and provide better service to guests.

Another positive finding was that 41.2% of respondents agreed that the trainings motivated them to enhance their job performance, with an additional 14.7% strongly agreeing. Motivation is a critical factor in driving continuous improvement and ensuring that employees remain committed to delivering their best efforts in their roles.

Overall, the findings suggest that the training programs offered by Capital Hotel and Spa have had a positive impact on enhancing employee performance in terms of service quality. Employees reported improvements in areas such as skill development, accuracy, precision, commitment, responsibility, confidence, and motivation, all of which are essential components of delivering high-quality service in the hospitality industry. However, the study also highlighted areas for potential improvement, such as tailoring the training programs to better address employees' specific job roles and responsibilities.

4.2. Correlation Analysis

The study is set to determine the relationship of training and employees' performance at Capital Hotel and Spa. Pearson correlation was used to associate the independent variables (training method and employees' perception about training quality and effectiveness) and dependent variable (employees' performance). A correlation coefficient expresses quantitatively the magnitude and direction of the linear relationship between variables, Pearson correlation coefficient reveal magnitude and direction of (either positive or negative) and the intensity of the relationship (-1 to +1). In this section a correlation analysis was done to know whether relationships do exist between variables conceptualized in the framework.

Table 8: Correlation analysis

Correlations			
	The training method used in capital hotel and spa	The perception of employees on training effectiveness and quality	The effect of training on enhancing employee performance in terms of service quality
The training method used in capital hotel and spa (Training delivery & implementation)	1	.865**	.725**
The perception of employees on training effectiveness and quality (training evaluation)		1	.793**
The effect of training on enhancing employee performance in terms of service quality			1

Source: Questionnaire and SPSS output (2024)

The researcher used one of the most commonly used types of correlation coefficient which is Pearson correlation coefficient methods because of the statistical accuracy that usually results from this method. The strength of correlation would interpret through suggestion by Evans (1996) as shown in the following pattern.

- to 0.19 (0.00 to -0.19) ----- very weak positive (negative) correlation
- 0.2 to 0.39 (0.2 to -0.39) ----- weak positive (negative) correlation
- 0.4 to 0.59 (0.4 to -0.59) ----- Moderate positive (negative) correlation
- 0.6 to 0.79 (0.6 to -0.79) ----- strong positive (negative) correlation
- 0.8 to 1.0 (0.8 to -1.0) ----- very strong positive (negative) correlation

A strong positive correlation (0.865) indicates that the perceived effectiveness and quality of training are significantly influenced by the training methods used.

The correlation of training method and employee job performance shows positive and significant relationship since the r value 0.725, $P < 0.01$. Therefore, we can say that training design has a strong association with employee performances.

The correlation of employees' perception and employee job performance shows positive and significant relationship since the r value 0.793, $P < 0.01$. Therefore, we can say that the way how the employees perceive the training significantly enhances employee performance.

4.3 Regression Analysis

Multiple linear regression analysis is a powerful statistical method utilized to examine the relationship between one dependent variable and multiple independent variables. This study specifically used multiple linear regression to investigate the effect of employee training on enhancing employee performance. The training method (objective 1) and perception of employees about training effectiveness and quality (objective 2) are treated as independent variable and effect of training on enhancing employee performance in terms of service quality (objective 3) as dependent variable.

4.3.1 Model summary

Table 9: Analysis model summary of R and R2

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 ^a	.605	.599	.44940	2.136
a. Predictors: training delivery and implementation, training evaluation					
b. Dependent Variable: employee performance					

Source: Questionnaire and SPSS output (2024)

The Durbin-Watson statistic is employed to assess whether the residuals are independent or if there is serial correlation present among them (Field, 2006). Table indicates the Durbin-Watson test result of the study.

As stated by (2006) the Durbin-Watson statistic ranges from 0 to 4. Generally, if the Durbin-Watson value is around 2, it suggests that the residuals are independent (not correlated). An acceptable range for this statistic is between 1.50 and 2.50. Values above 2 indicate a negative correlation, while values below 2 suggest a positive correlation. The value is 2.136, which is equal to 2 and within the acceptable range and hence, we assumed independence of residuals assumption exists.

4.3.2 Multicollinearity Test

Table 10: Collinearity Statistics

Model		Collinearity Statistics		
		Upper Bound	Tolerance	VIF
1	Training delivery & implementations	.150	.979	1.022
	Training evaluation	.787	.979	1.02
				2

Source: Questionnaire and SPSS output (2024)

Multicollinearity occurs when the independent variables in a regression model are more strongly correlated with each other than with the dependent variable. When the independent variables are highly correlated with one another, they essentially measure the same underlying concept (Field, 2006).

The most common approach to evaluating multicollinearity is by examining the tolerance score and the variance inflation factor (VIF). Fritz and Morris (2012) stated that multicollinearity exists when Tolerance is below .10 and VIF is greater than 10. In this case, all of the tolerance values are greater than .10 and the VIF is less than 10. So, we can conclude that multicollinearity is not a problem.

4.3.3 Coefficient

Table 11: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Training delivery & implementations	.055	.048	.063	1.141	.256
	Training evaluation	.689	.050	.766	13.905	.000

Source: Questionnaire and SPSS output (2024)

Unstandardized Coefficients (B):

- **Training delivery and implementations:** The unstandardized coefficient is 0.055, suggesting that for each unit increase in the training method score, employee performance increases by 0.055 units, although this effect is not statistically significant ($p=0.256$).
- **Training evaluations:** The unstandardized coefficient is 0.689, indicating that each unit increase in the perception of employees on training effectiveness and quality is associated with an increase of 0.689 units in employee performance. This predictor is highly significant ($p<0.001$).

Standardized Coefficients (Beta):

- These coefficients represent the change in the dependent variable in standard deviations for each standard deviation increase in the predictor.
- **Training delivery and implementations:** The standardized coefficient (Beta) is 0.063, indicating a relatively small impact on employee performance.
- **Training evaluations:** The standardized coefficient (Beta) is 0.766, indicating a substantial positive effect on employee performance.

Based on the coefficients table, we can conclude that the perception of employees on training effectiveness and quality is a significant predictor of employee performance, while the training method is not. The collinearity statistics confirm that multicollinearity is not a problem in this model, as the tolerance values are above 0.10 and the VIF values are below 10.

4.3.4 ANOVA Test

Table 12: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.113	2	20.556	101.784	.000 ^b
	Residual	26.861	133	.202		
	Total	67.974	135			
a. Dependent Variable: employee performance						
b. Predictors: training evaluation, training delivery and implementation						

Source: Questionnaire and SPSS output (2024)

The above ANOVA table suggests that the multiple linear regression model is a good fit for the data, as the independent variables (training delivery and implementation and training evaluation) significantly explain the variation in the dependent variable (employee performance). The high F-statistic and the very low p-value (Sig. = 0.000) indicate that the overall regression model is statistically significant and that at least one of the independent variables is a significant predictor of employee performance.

CHAPTER FIVE

Findings, Conclusions and Recommendations

This section contains summary of major findings and conclusions that are drawn from the findings of the study, which are presented, discussed and interpreted in chapter four. In addition, the chapter includes the recommendations that are forwarded for the identified effects of employee training on enhancing employees' performance.

5.1. Summary of major findings

The general objective of this study was to assess the effect of employee training on enhancing employee performance in the case of Capital Hotel and Spa. From the study the following particular finding were observed:

- A total of 136 out of 140 distributed questionnaires were returned, resulting in a 97.1% response rate. This high response rate enhances the validity and reliability of the study's findings.
- Demographic Characteristics Gender: 55.9% female, 44.1% male, indicating a balanced representation of the hotel's workforce. Age: 50% of respondents were between 26-35 years old, and 41.2% were between 18-25 years old, suggesting a relatively young workforce. Education: 76.5% held a bachelor's degree, while 17.6% had a diploma, indicating a highly educated workforce. Work Experience: The largest groups had either 1 year (28.6%) or 2 years (31.4%) of experience, showing a range of tenure among employees.
- Majority of employees received training quarterly or had no specific schedule, indicating inconsistency in training frequency. Common training methods included lectures (38.2%) and presentations (23.5%), with other interactive methods used to a lesser extent. Most respondents found the training methods relevant to the training objectives and effective in enhancing job performance. A significant majority viewed the training quality positively, with the highest percentages in the good (32.4%) and very good (35.3%) categories.
- The majority of respondents (61.8%) agree, and 11.8% strongly agree, that the training methods are aligned with the objectives. Most respondents (55.9%) agree, with 20.6% strongly agreeing, that trainers provide clear directions during training. There is general agreement on the effectiveness of the training methods (38.2%), although a considerable

portion remains neutral (41.2%). Off-the-job training methods are more common, with a higher agreement rate (55.9%). On-the-job training also receives positive feedback with 50% agreeing.

- 44.1% of respondents agreed that the training equipped them with higher skills to perform their work quickly and effectively. 44.1% agreed that the training helped them perform their jobs accurately and precisely. 35.3% agreed that the training increased their commitment to their jobs.
- Majority of the respondents which account for 94.1% responded that the training provided was had impact on them. 73.5% the respondents replied the training was relevant. 32.4% and 35.3% respondents replied the quality of the training is good and very good accordingly.
- Respondents have mixed opinions about the training environment, with a significant portion remaining neutral (35.3%). The trainer's support and engagement are rated positively by 55.9% of respondents. The platform's usability is rated positively by 64.7%. However, there are concerns about the conduciveness of the training environment, with a portion of respondents disagreeing (23.5%).
- There is significant agreement that training enhances job performance, although the intensity of this agreement varies among respondents. Training is perceived to improve job performance and accuracy, with 44.1% agreeing to this statement. A significant number of respondents feel that the training has made them more committed (35.3%) and confident (41.2%). And 67.7% believe that the training has enhanced their ability to deliver quality service.
- A Pearson coefficient implies that the two independent variables were all positively related with employee performance. Perception of employees about the training quality and effectiveness is highly correlated with employee performance.
- The regression analysis results suggest that focusing on improving employees' perceptions of training effectiveness and quality may be more beneficial for enhancing service quality performance compared to changing training methods alone.

5.2. Conclusions

The overall objective of the study is to assess the effect of employee training on enhancing employees' performance at Capital Hotel and Spa. In the meantime, the study raised basic research questions and addressed the specific objectives. Accordingly, based on descriptive statistics results and summary of major findings, the following conclusions were drawn:

- The purpose of this study was to assess the effect of employee training on enhancing employees' performance in the case of Capital Hotel and Spa. The specific objectives of this study were to assess the training method of Capital Hotel and Spa, to find out the relationship between the training method and employee performance. The study used descriptive research design to explain, understand and predict the relationship between variables. The study also adopted quantitative approach and used primary data source. The primary data was collected through questionnaire from 136 employees. This study used convenient sampling in order to select the participants. To analyze the data descriptive statistics tools such as frequency, percentage, mean, correlation and multiple linear regression was used.

Therefore, from the findings of this particular study, the researcher concluded that, while a variety of training methods were employed, including lectures and presentations, the frequency and consistency of training were inconsistent. Despite this, off-the-job training methods were generally well-received, with positive feedback from employees.

Employees had a favorable perception of the training quality and its effectiveness. A significant majority rated the training positively, believing it aligned well with the objectives and enhanced their job performance. This positive perception was strongly correlated with improvements in employee performance.

The training provided had a substantial effect on employee performance. Most employees agreed that the training improved their skills, job accuracy, commitment, and confidence. The regression analysis indicated that enhancing employees' perceptions of training effectiveness and quality is crucial for improving service quality. Therefore, improving training quality and ensuring its alignment with job requirements are key to maximizing its impact on employee performance.

The findings contribute to a better understanding of the research problem by providing empirical evidence of the positive effects of employee training on enhancing performance in the context of

a hotel setting. The study aligns with existing literature that emphasizes the importance of training in developing employees' knowledge, skills, and attitudes, which ultimately contribute to improved service quality and organizational performance.

Furthermore, the insights gained from this study can inform the development and refinement of training programs in the hospitality industry, ensuring that they are designed to effectively address the specific needs and challenges faced by employees in their roles. By continuously evaluating and improving training initiatives, hotels can enhance their employees' performance and deliver exceptional service experiences to their guests, fostering customer satisfaction and loyalty.

5.3 Recommendations

Based on the conclusions drawn, the following recommendations are proposed to enhance the effectiveness of the training programs at Capital Hotel and Spa:

- Given that a significant portion of training has no specific schedule, implementing a standardized training calendar could enhance consistency and preparedness. This could help in addressing the needs of those who currently do not have a specific training schedule.
- Its relevant to continue using a mix of theoretical and practical training methods to cater to different learning styles. However, developing training programs that focus on job-specific skills and practical applications can help in enhancing employees' ability to perform their tasks more effectively and accurately, leading to improved service quality.
- While the current training methods are generally effective, incorporate a broader range of training methods, including more hands-on and interactive approaches such as demonstrations, job rotations, and coaching. This could enhance engagement and effectiveness, especially for employees who benefit from practical learning experiences.
- Customize training programs to suit the distinct roles and duties of employees. This ensures that the training is pertinent and applicable, ultimately enhancing performance and service quality.
- Allocate sufficient time and resources for training activities to ensure employees can fully engage and absorb the training content. This includes providing access to necessary materials and a conducive learning environment.

- Create a more conducive learning environment by minimizing distractions, providing comfortable training facilities, and ensuring that the training sessions are scheduled at convenient times for employees.
- Finally, to Continue to improve the quality of training Regularly seek feedback from employees and use this feedback to know how it's perceived and to ensure it meets high standards, meet their requirements and enhance their job performance.

5.4 Further Research Directions

The study found a significant link between training practices and employee performance. However, other factors like employee capacity, involvement, motivation, job satisfaction, and working conditions may also play a role. Future research should include these variables to produce more compelling results and underscore the importance of training. Researchers are encouraged to evaluate more advanced models in diverse contexts.

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Appendix A
St. Mary's University School of Graduate Studies
MBA Program

Questionnaire to be completed by employees

Dear Participants

My name is Hana Tamiru. I am a postgraduate student in the MBA program at St. Mary's University. This questionnaire has been designed to solicit information for purely academic purposes. This is to enable the researcher, a final year student of "St. Mary's University", to complete his thesis on the topic; "The Effect Employee Training on Enhancing Employee Performance: Capital Hotel and Spa' Therefore, your answers are very important and valuable for the successful completion of the study. Please fill out all of the questions to the best of your knowledge accordingly the questions require. The information you provide will be kept confidential and will be used for this research purpose only.

Thank you very much for your cooperation in advance!!!

General Instructions

- There is no need of writing your name
- In all cases where answer options are available, please put "" in the appropriate box.

Part I: opinion survey on training practice Vs Employees' job performance

Personal information

Instruction: please tick in the box that corresponds your character

1. Gender

1. Female 2. Male

2. Age

1. 18 – 25 3. 36 – 45 5. 56 – above
2. 26 – 35 4. 46 – 55

3. Educational background

1. Grade 10- 12 2 Diploma 3 Degree 4 Masters
4 PHD

4. Work Experience in is _____ years.

5. How long have you worked for the Capital Hotel and Spa? _____ Years

6. How often do the trainees undergo training?

1. Quarterly

2. Every six months

3. Once a year

4. Every two years

5. No specific schedule

7. What are the methods of facilitation at the training you have attended?

1. Lecture: A method of teaching where an expert delivers information to a group of people.

2. Demonstrations: Showing how something is done or works through a practical example.

3. Discussions: Exchanging ideas and opinions on a particular topic with others.

4. Presentation: Displaying information or ideas to an audience in a structured way.

5. Seminar: A meeting for discussion or training on a specific topic by an expert.

6. Audio-visual training: Using multimedia tools to enhance the learning process.

7. Role-play: Acting out a scenario to simulate real-life situations.

8. Mentoring: Guiding and advising someone based on your own experience and knowledge.

9. Job rotation: Moving employees between different roles or departments to broaden their skills.

10. Coaching: Providing support and guidance to help someone achieve their goals

11. Orientation: Introducing new employees to the organization's culture, policies, and practices.

8. Do the methods used during training have any impact on your skill?

1. Yes 2. No

9. How will you rate the quality of the training program for which you have participated?

1. Very poor

2. Poor

3. Average

4. Good

5. Very good

6. Excellent

10. How relevant were the trainings you received to your work?

1. Not relevant at all

2. Not relevant

3. Not sure

4. Relevant

5. Very Relevant

Part II: Respondents' opinion related to training on employee performance

Please kindly, indicate (tick) your level of agreement with the following statements regarding Capital Hotel and Spa by choosing from a scale of 1 – 5; whereby,

1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

No	Description	Rating scale				
		1	2	3	4	5
1	Training Delivery and Implementation	1	2	3	4	5
1.1	The method of training used by the organization is relevant to the training objectives.					
1.2	Trainer gives clear directions during training.					
1.3	The methods of training used by the organization were effective.					
1.4	Most of the time the hotel gives on the job training like job rotation, coaching (learning by doing), job instruction etc.					
1.5	Most of the time the hotel gives off the job training like lectures, seminar, group discussion, case study etc.					
1.6	The training technique used by the hotel helped me to enhance my job performance.					
1.7	The training method used is relevant to my role/position.					
1.8	The training delivery method is effective to my learning style.					
2	Training evaluation	1	2	3	4	5
2.1	I am able to get all my questions answered during the training.					
2.2	I got enough time and resource to complete the training.					
2.3	The trainer was supportive and engaging.					
2.4	The training platform was easy to use and understand.					

2.5	The environment of the training was not conducive and comfortable to learning. (too hot/too cold)					
2.6	The environment of the training was convenient to learning.					
2.7	As an employee I understand the trainings' objective.					
2.8	I feel that the training is enough to enable me to do my job as required.					
2.9	The trainings give met my expectations.					
2.10	The training material used are relevant to my role/position.					
2.11	The trainer was knowledgeable about the subject matter.					
2.12	The training is well organized and easy to follow.					
2.13	After the training I feel comfortable handling the assigned tasks.					
3	Employee job performance	1	2	3	4	5
3.1	Training program equips with higher skill to perform work quickly and efficiently.					
3.2	Training helped me to perform my job accurately and precisely.					
3.3	Training helped me to be committed toward my job.					
3.4	I can say that training practice of the organization helped me to perform and work effectively my regular activities.					
3.5	Training helped me give quality service.					

3.6	I become more responsible and confident in performing work related task after receiving the trainings.					
3.7	The trainings motivate me to enhance my job performance.					

5. በካፒታል ሆቴልና ስፓ ላይ ምን ያህል ጊዜ ሠርተዋል? _____ ዓመት

6. ስልጠና በስንት ጊዜ ስልጠና ይወስዳሉ/የሰጣል?

በሩብ አመት

በስድስት ወራት አንድ ጊዜ

በአመት አንድ ጊዜ

በከፍተኛ ሁለት ዓመት አንድ ጊዜ

በተወሰነ ጊዜ የለውም

7. አብዛኛውን ጊዜ የትኛውን የስልጠና አይነት ታድመዋል?

- ንግግር: ባለሙያ መምህር ለአንድ ቡድን መምሪያ እንዴት እንደሚሆን ማቅረብ።
- የቡድን ውይይት
- ምልክት: መልእክቶችን እና ሃሳቦችን በኮምፒውተር መልኩ መግለጽ።
- ሰሚናር:
- የድምፅ እና ምስልየተደገፈ ስልጠና:
- በትውና መልክ
- የሥራ መቀያየር
- አስተማሪነት
- መስራች መማሪያ

8. በስልጠናው የጨመረሎት ክህሎት አለው

- 1. አዎ
- 2. አይ

9. የስልጠና ፕሮግራም ጥራት እንዴት ይመዝኑታል? **

- 1. በጣም ዝቅተኛ
- 2. ዝቅተኛ
- 3. አማካይ
- 4. ጥሩ
- 5. በጣም ጥሩ
- 6. ድንቅ

10. እንደምትቀበሉት ስልጠና ከስራ ገርምን ያህል ተዛማጅነት አለው

- 1. ጭራሽ አይገናኝም
- 2. ምንም ተዛማጅነት የለውም
- 3. እርግጠኛ አይላሁም
- 4. ተዛማጅነት አለው
- 5. በጣም ተዛማጅነት አለው

በስልጠና ላይ የሚሰጠው አስተያየት ስለ የሰራተኛ አፈጻጸም

እባኩን፣ በእንዲህ አንጻር ስለ ካፒታል ሆቴል እና ስፖ እንደምትሰጡት አስተያየት በ1 – 5 ደረጃ ይጠቀሱ

1 = በጣም አልስማማም ፣ 2 = አልስማማም፣ 3 = ገለልተኛ ፣ 4 = እስማማለሁ ፣ 5 = በጣም እስማማለሁ

ቁጥር	መግለጫ	መለኪያ				
		1	2	3	4	5
1	የስልጠና መንገዶች	1	2	3	4	5
1.1	ድርጅቱ የሚጠቀምባቸው የስልጠና መንገዶች ከስልጠና እንደሚከተለው ዓላማ ጋር ተዛማጅነት አለው					
1.2	አሰልጣኝ በስልጠና ጊዜ ግልጽ መመሪያዎችን ይሰጣል					
1.3	ድርጅቱ የሚጠቀምባቸው የስልጠና መንገዶች ተጠቃሚ ነበሩ።					
1.4	በአብዛኛው ጊዜ ሆቴሉ የመስራች ስልጠና (ሥራ መቀያየር፣ አስተማሪነት (በማደርግ መማር)፣ የሥራ መመሪያ ወዘተ ያካትታል።					
1.5	በአብዛኛው ጊዜ ሆቴሉ እንደ ንግግር፣ ሰሚናር፣ ቡድን ንግግር፣ ጉዳይ ጥናት ያሉ ከሥራ ውጪ ስልጠናዎችን ይሰጣል።					
1.6	እኔ የሆቴሉ ስልጠና መንገድ የሥራ አፈጻጸሜን ለማሻሻል አግዟል።					
1.7	የስልጠና መንገድ ለሥራዬ/ለስራ ቦታዬ ተዛማጅነት አለው ።					
1.8	የስልጠና መንገድ ከእኔ የትምህርት አቀባበል ጋር ይሄዳል ።					
2	የስልጠና ጥራትና ውጤታማነት	1	2	3	4	5
2.1	በስልጠና ጊዜ ለሁሉንም ጥያቄዎቼ መልስ ማግኘት ችያለሁ					
2.2	ስልጠናውን ለመጨረስ በቂ ጊዜና ሃብት አግኝቻለሁ					

2.3	አሰልጣኝ ድጋፍ ሲሰጥና አሳታፊነበር።					
2.4	የስልጠናው መድረክ ለመጠቀምና ለመረዳት ቀላል ነበር።					
2.5	የስልጠና አካባቢው ለመማር ቀላልና ምቹ አልነበርም (በጣም ሙቀት/በጣም ቀዝቃዛ) ነበር					
2.6	የስልጠና አካባቢው ለመማር ምቹ ነበር።					
2.7	እንደ ሰራተኛ የስልጠናው ንዓላማዎች በግልፅ መረዳት ችያለሁ።					
2.8	ስልጠናው ሥራዬን በፍጹም እንደሚያከናውነው ተመልክቼቸዋለሁ።					
2.9	ስልጠናው እንደጠበኩት ነው ያገኘሁት ።					
2.10	የተጠቀሱት የስልጠና ቁሳቁሶች ከሥራዬ ጋር ተተዛማጅ ነበሩ።					
2.11	አሰልጣኙ ስለ አሰልጣኝነት ብዙ እውቀት አለው።					
2.12	ስልጠናው ጥሩ ተደራጀው ነበርና ለመከተል ቀላል ነበር።					
2.13	ከስልጠናው በኋላ የተመደበብኝን ሥራ በበሚገባ ማከናወን ችያለሁ ።					
3	የሰራተኛ ሥራ አፈጻጸም	1	2	3	4	5
3.1	የስልጠና ፕሮግራሙ በከፍተኛ ክህሎትና ፍጥነት ሥራውን ለመምራት አግዛኛል።					
3.2	ስልጠናው ሥራዬን በትክክልና በትክክል ማከናወን አግዛኝ።					
3.3	ስልጠናው ለሥራዬ ቁርጠኛ እንድትሆን አግዛኛል።					

3.4	የድርጅቱ የስልጠና የቀን በቀን ስራዬ ላይ ውጤታማ እንደሆነ አግዘኛል					
3.5	ስልጠናው ጥራታማ አገልግሎት ለመስጠት አስችሎኛል።					
3.6	ስልጠናው በራስ መተማመን እና ሀላፊነት እንዲሰማኝ አግዘኛል					
3.7	ስልጠናው የስራ አፈፃፀሜን ለማሳደግ አነሳስቶኛል					

Appendix B

Normal P-P Plot of Regression Standardized Residual

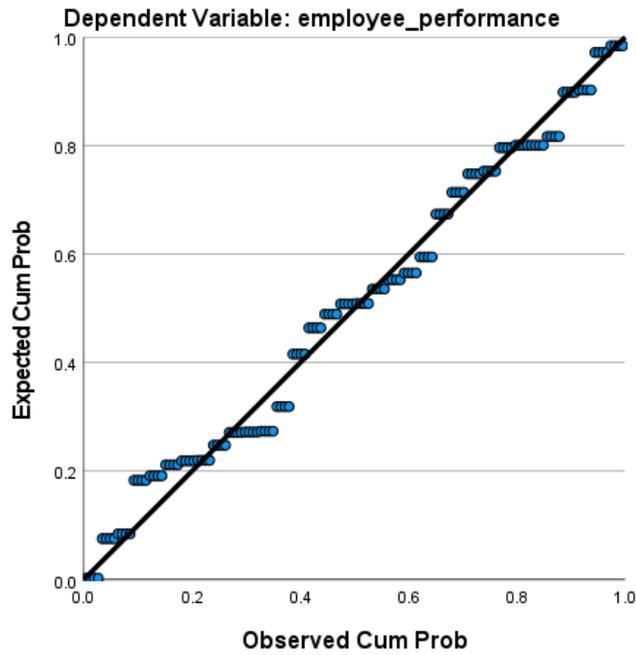


Figure 2: Normal p-p plot of regression

Source: Questionnaire and SPSS output (2024)

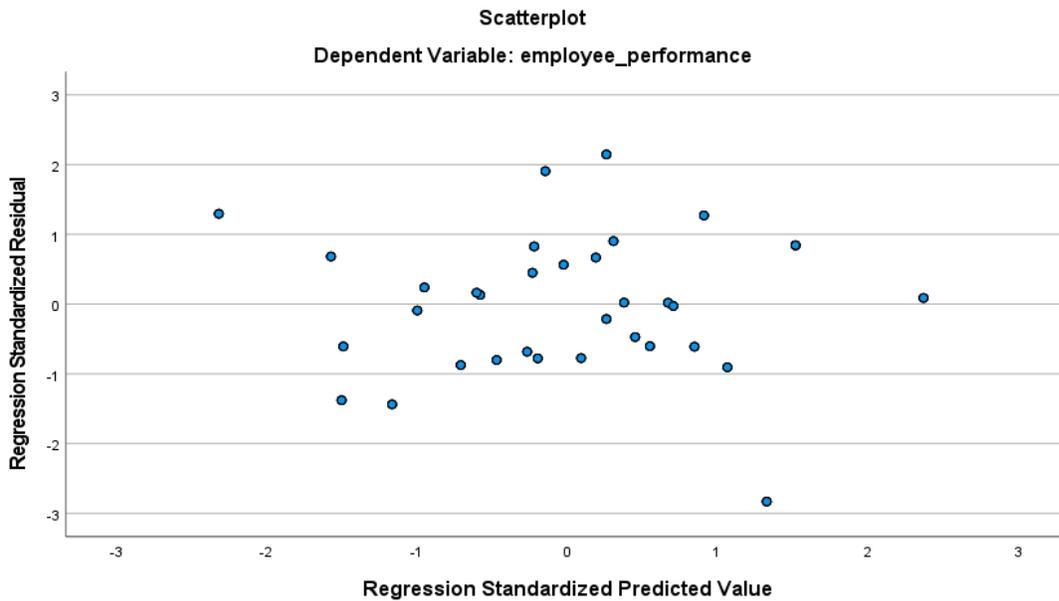


Figure 3: scattered plot

Source: Questionnaire and SPSS output (2024)

