

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**EFFECT OF TRAINING AND DEVELOPMENT ON  
EMPLOYEE PERFORMANCE IN SKY STAR HOTEL**

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**EMBA II – 24**

**EMBA 19<sup>th</sup> BATCH (ONLINE)**

**MARCH, 2024**

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**ACADEMIC YEAR (2022- 2024)**

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“This Thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”.

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2022 - 2024

# ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Training and Development on Employee Performance in Sky Star Hotel**” has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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**MARCH, 2024**

## **ABSTRACT**

The purposes of the study are to analyze the effect of training and development on employee performance and to analyze the moderating effect of motivation and job-related factors on the relationship between training and development and employee performance in Sky Star hotel. Both primary and secondary data are used in this study. Primary data are collected from 80 employees among 100 employees at Sky Star hotel by using simple random sampling method. Sample size is determined by using Raosoft sample size calculator. Questionnaire survey method is used to collect the primary data. Secondary data are collected from the previous research papers, documents of Sky Star, international journals, papers, articles, reports, and relevant websites. Descriptive statistics and regression analysis are applied to analyze the collected data. According to the multiple regression analysis, training design and training delivery has significant and positive effect on employee performance. Training methods do not significantly affect employee performance. Motivation is the fully moderator on the relationship between training delivery and employee performance. However, job-related factors do not moderate on the relationship between training delivery and employee performance. Sky Star Hotel employees are aware of training and experience improvement through training design and delivery. This study recommends that Sky Star Hotel should implement mandatory training programs for all employees to enhance performance.

## ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Professor Dr. Tin Tin Htwe, Rector of the Yangon University of Economics, for allowing me to successfully accomplish the study.

Second, I'm grateful to thank Professor Dr. Myint Myint Kyi, the Programme Director and Head of the Department of Management Studies, for her excellent lectures, suggestions, and comments on the perspective of the thesis.

Especially, I would like to thank my supervisor, Dr. Than Thu Zar, Professor of Department of Management Studies, Yangon University of Economics for her patient guidance, encouragement, and useful advice during the planning and development of this research. I couldn't have finished this thesis without her support.

I would like to express my heartfelt gratitude to Dr. Thin Nwe Oo, Dr. Hla Hla Mon and Dr. Myint Myint May, Professors of Department of Management Studies at Yangon University of Economics and Dr. Kay Thi Soe, and Dr. May Win Kyaw, Associate Professors of Department of Management Studies, Yangon University of Economics who provided supervision and help me achieve the goals set out for this study.

Additionally, I want to express my deepest gratitude to all the teachers who gave me guidance and support to achieve the goals of this study. I also appreciate the help from the faculty and staffs in the Management Studies Department throughout my academic years.

Special thanks to the people at Sky Star Hotel for providing the necessary information for the study, as well as their time and assistance. I'm also grateful to my seniors and classmates from EMBA 19<sup>th</sup> Batch, especially Group 6, for their helpful suggestions and warm friendship.

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EMBA 19<sup>th</sup> Batch (Online)

2022 - 2024

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## **LIST OF ABBREVIATIONS**

ATM	Automated Teller Machine
DVD	Digital Video Disc
HRM	Human Resource Management
IDD	International Direct Dialing
KTV	Karaoke Television
LAN	Local Area Network
LCD	Liquid Crystal Display
MPU	Myanmar Payment Union
TV	Television
VILT	Virtual Instructor-Led Training

# CHAPTER 1

## INTRODUCTION

Today's organizations focus primarily on effectively managing their human resources. The level of the productivity and the efficiency of employees should be increased to take maximum output (Gamage & Imbulana, 2013). The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage (Lynton, & Pareek, 2000). Training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently (Palo & Padhi, 2003).

Jagero et al. (2012) narrated that one significant function of human resource management is training and development. Almost everyone recognizes the significance of training for the success and growth of organizations. Since employees are very crucial and expensive resource to every organization. There are significant changes today in terms of the value of the employee. Along with these changing values trends at the workplace that have significant impact on employees' knowledge and skills. Training is therefore necessary to enhance the knowledge, skills and attitude of employees. It makes easier for employees to acquire further knowledge based on the foundation gained from the training and further effect changes in other co-workers.

Human resource is very important and the backbone of every organization and it is also the main resource of the organization (Anam et al., 2013). Training and development play a vital role in the effectiveness of an organization (Goldstein & Ford, 2002). It is one of the most pervasive techniques for improving employees' performance and enhancing organization's productivity (Gupta & Bostrom, 2006). Organizations invest huge amount on the human resource capital because the performance of human resource ultimately increase the performance of the employee and the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Raja, et al, 2011; Gambo, 2015).

Training and development influence both on the individual and organizational performance. Training and development is one of the important functions of human resource development, in which individuals in the organization have the opportunities to develop their competency. The investment of the industries is usually returned in the more productive and effective forms of employees while the industries invest their financial asset in developing employees' skills and knowledge. Training can help highlight that they lead to the higher levels of the employees' motivation and commitment and handle the issues of the industries. It has also been necessary for the hotels to know whether their training programs are effective and to identify and examine the relationship between the effectiveness of giving training to their employees to create the better performance of the industry (Angela, 2014).

Employee motivation is boosted by training and development initiatives. They can be enthused and passionate about simple things like lectures and workshops. Providing chances for growth and development keeps their engines primed and their brains focused. Workers are more likely to put in their best work and stick around when they feel invested in the company. Their motivational motors remain fired up and prepared when a culture of ongoing learning and development is encouraged. An important factor in fostering this motivation is the role of managers. They empower staff members to confidently traverse their learning path by providing direction and assistance. Their motivation and satisfaction can be greatly increased by doing small things like giving them praise and comments. Employees are more inclined to take on new problems head-on when they feel inspired and supported. They also become important assets to the group and the company as a whole as they mature and develop. Spending money on training and development is not only beneficial to businesses, but also serves as the catalyst for unprecedented levels of employee motivation.

Customer satisfaction is driven by the service performed by the employees. The quality services provided by the hotel reflect the service performance of the employees. If a hotel with the low service quality cannot attain their customer loyalty, this contributes to the negative impact to the image of the hotel. As a result, the customer satisfaction decrease and the hotel cannot stand in the hotel market with low or no profit which comes from its customers (Trillo, 2018).

Job-related factors involve the contentment and fulfillment employees derive from their work, reflecting their happiness and engagement. The competency of employees

refers to the skills, knowledge, and abilities they possess to effectively execute their job responsibilities. Lastly, productivity gauges how efficiently resources are utilized to achieve desired outcomes, reflecting the overall effectiveness and output of the workforce. These factors collectively contribute to shaping a positive and productive work environment. Employee performance is defined as how well a person executes their job duties and responsibilities. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations.

In the hotel industry, employee performance can be increased through training and development, much like with magic potions. Employees sparkle more brightly than a newly polished silver tray when they receive tailored training. Their confidence and skills can be greatly enhanced by simple activities like workshops and practical practice sessions. Their performance engines continue to run smoothly like a well-oiled machine when growth and progression possibilities are provided. In the hotel industry, managers are the key to releasing employees' full potential. Their hands-on support and straightforward direction enable staff members to become superstars in the hospitality industry. Small gestures like acknowledging their efforts and offering helpful criticism can inspire them to succeed. Employees are willing to go above and beyond to please guests and improve the hotel's reputation when they feel appreciated and supported. Through training and development, they become even more important assets, propelling the hotel's success to unprecedented levels. Therefore, educating employees to perform better is not simply a wise financial decision, but also a key to producing exceptional guest experiences and developing an excellence-focused culture.

The purposes of this study is a better understanding and use it as a guide or information to increase the employee's productivity regarding on the effect of training and development provided by organizations. It provides detailed information on the effect of training method, design, and delivery styles provided by organizations towards employee performance. Training methods are techniques used to teach someone the necessary skills and knowledge to perform a task. Training design is concerned with specifying instructional objectives, sequencing training materials, incorporating learning principles, and identifying effective training methods. Training delivery is providing training to learners through various channels and formats, such as classroom training, virtual instructor-led training (VILT), eLearning, and on-the-job training. This study is

important because today's environment has placed increasing pressure on organizations both public and private industry to accomplish more with less. Meeting this challenge through higher productivity is possible if the individual workers can be properly motivated. In order to motivate employees in the organization, the management must understand the need to invest in training and development.

Sky Star Hotel was opened on September, 2013 by Shwe Than Lwin group of Companies. It was located on East Horse Race Road, Tamwe Township, and Yangon, Myanmar. The hotel features the luxury resort in the premier destination of Yangon. It built the wide compound with the green environment. It is near Yangon city and the most suitable and available way to the city center and can offer straight through East Horse Race Road. There are lots of experiences to the treasure from the vacation at the hotel. The product and services that the hotel offer include satellite (24) Channel, DVD service, all room including bath tub, hot and cold shower, wireless internet access, safe deposit box at reception, swimming pool, mini golf course, ATM card machine, including buffet breakfast, commodious car parking, fitness center, garden view, airline and bus ticking service, laundry service, KTV lounge and bar, beauty salon, traditional spa, screen golf, car rental service, Visa/ Master/ Union Pay/ MPU, mobile sim & E-Top Up service, indoor & outdoor function, meeting room rental service, and wedding reception.

## **1.1 Rationale of the Study**

In Myanmar, a developing country, hotel industry has become a growing economy among the service industries. Myanmar people are also trying to attract the tourists through the use of tourist attractions such as beauty of natural environment, local food, local places, heritage and culture, services, and local products. Hotel industry is mainly focused on the quality of service offered to the customers. To be able to provide good quality of the products and services, employees' performance is the key to success.

In these days, in hotel industry, the competence and quality of hotel employees plays a crucial role in the success of the organization. Employee performance impacts the hotel industry significantly, and training and development play a crucial role in motivating employees and improving job-related factors. Effective training programs tailored to employee needs and learning styles can enhance job performance, reduce turnover costs, and increase job satisfaction. Job design, including factors like job

specialization and empowerment, also influences employee motivation and satisfaction in the hospitality industry.

Motivation plays a crucial role in the success of the hotel industry. It serves as the driving force behind employee performance and dedication to delivering exceptional service. Motivated employees are more likely to go the extra mile to ensure customer satisfaction, resulting in positive reviews and repeat business. In the fast-paced environment of hotels, motivation encourages employees to maintain high levels of productivity and efficiency, leading to smoother operations and higher profitability. Additionally, motivated employees tend to exhibit greater teamwork and communication skills, fostering a cohesive work environment where everyone works towards common goals. Motivation contributes to employee retention, reducing recruitment and training costs for the hotel. Recognizing and rewarding employees' efforts further boosts motivation levels, reinforcing a culture of excellence and commitment. Ultimately, motivated employees are the cornerstone of guest satisfaction and loyalty, which are vital for the long-term success and competitiveness of hotels in the hospitality industry.

Job-related factors are essential in the hotel industry, profoundly influencing employee satisfaction and performance. One crucial aspect is workload distribution, ensuring that tasks are evenly assigned to prevent burnout and maintain productivity. Clear job roles and responsibilities help employees understand their duties, reducing confusion and promoting efficiency. Training and development opportunities are also vital, enabling staff to enhance their skills and advance in their careers within the hotel industry. Fair compensation and benefits are key motivators, ensuring that employees feel valued for their contributions and are motivated to perform at their best. Additionally, a positive work environment, characterized by supportive management and a culture of teamwork, fosters employee morale and engagement. Adequate resources and equipment further enable employees to carry out their duties effectively, contributing to customer's satisfaction. Opportunities for recognition and advancement provide employees with a sense of achievement and encourage them to strive for excellence in their roles. Job-related factors is a significant role in shaping the employee experience and ultimately impact the success of hotels in delivering exceptional service to customers.

Training and development play a pivotal role in enhancing employee performance within the hotel industry. This sector recognizes the significance of investing in the continuous learning and skill development of its workforce. The complexity and diverse



demands of the hospitality field necessitate a well-trained staff capable of delivering high-quality service. In the hotel industry, employee performance is closely linked to the level of competence and expertise they possess. Training programs are designed to address specific skill gaps, ensuring that employees acquire the necessary knowledge and abilities to meet the industry's standards. These initiatives not only contribute to individual growth but also align with the broader goals of the hotel in providing superior guest experiences.

Furthermore, training and development initiatives are essential for keeping employees abreast of the latest trends, technologies, and customer service practices within the dynamic hospitality landscape. The fast-paced nature of the hotel industry requires employees to adapt quickly to changing circumstances, and ongoing training facilitates this adaptability. The positive impact of training and development on employee performance extends beyond immediate skill acquisition. It fosters a culture of continuous improvement, motivation, and job satisfaction among employees. Well-trained staff members are likely to feel more confident in their roles, leading to increased efficiency and effectiveness in their daily tasks. Ultimately, in the competitive environment of the hotel industry, organizations that prioritize and invest in training and development are better positioned to attract and retain talented individuals. This not only elevates employee performance but also contributes to the overall success and reputation of the hotel.

Each employer invests seriously within the space of training and development can reap the advantages of an enriched operating atmosphere with higher levels of employees' retention performance. Nowadays, Myanmar is heading towards international good practices and increasing competition in hotel industries. Therefore, to effectively communicate and operate with international servicing system, Myanmar Hotels exactly need to train their employees to compare with international standards.

The management of the hotel industry in Myanmar faces challenges due to its reliance on the performance of human resources. Finding competent employees is difficult for organizations like Sky Star Hotel in Yangon. Recruiting, appointing, and monitoring new employees is time-consuming and costly. The effectiveness of training programs at Sky Star Hotel is being studied to determine their impact on employee performance. Human capital is crucial for solving industry problems, and the HR department plays a key role in providing training and development opportunities. This

study focuses on training, motivation, job-related factors, and employee performance at Sky Star Hotel.

## **1.2 Objectives of the Study**

The purpose of this study is to analyze the training and development, motivation, job-related factors and employee performance among the staffs of Sky Star Hotel. The specific objectives of the study are as follows.

- (1) To analyze the effect of training and development on employee performance in Sky Star Hotel.
- (2) To analyze the moderating effect of motivation and job-related factors on the relationship between training and development and employee performance in Sky Star Hotel.

## **1.3 Scope and Method of the Study**

The scope of this study is confined to the employees of Sky Star Hotel. The investigation is related to the workforce within the hotel premises, considering factors such as motivation, job-related factors and employee performance. There are 100 employees in Sky Star Hotel. The sample size is 80 by using Raosoft sample size calculator. Among employees, 80 respondents are chosen by using simple random sampling method. To collect primary data from employees, questionnaire survey method with structured questionnaires is used. For data analysis, both descriptive and regression analysis method are used. Data collection period was during January 2024. Secondary data are gathered from documents of Sky Star Hotel, related papers and internal websites.

## **1.4 Organization of the Study**

This study is composed of five chapters. Chapter one is the introduction chapter which consist of the rationale of the study, the objectives of the study, the scope and method of the study and the organization of study. Chapter two is composed of the theoretical background concerned with training and development, motivation, job-related factors employee performance, empirical studies and conceptual framework. Chapter

three includes the profile and training and development in Sky Star Hotel. The analysis on the effect of training and development on employee performance is taken place in Chapter four. Chapter five covers the conclusions with findings and recommendations for further Research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter contains six sections. They are theoretical background of training and development, motivation, job-related factors, employee performance, previous studies of the study and conceptual framework of this study.

#### **2.1 Training and Development**

Training and Development is any plan to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Training and development is an important activity to increase the performance of organization (Ahmand & Siraj-ud-din, 2009). Mpofu and Hlatywayo (2015) described the training and development as an important factor that plays a strategic role in the success and efficiency of any organization in the present global economy, which involves the use of innovative technology and increased reaction to customer needs. According to Kashi (2014), training and development was aimed at enhancing the competence and capability of employees by providing individuals and teams with necessary skills, knowledge, and abilities needed to increase an organization's productivity, efficiency, skills improvement, and learning and reduce waste, accidents, and employees' absenteeism.

Training and Development improves the workforce competence in order to create a competitive advantage and contribute to organizational success. Training and development is also a means for employers to address the employees' needs. By offering the training and development opportunities employers help employees develop their own competitive advantage and ensure long-term employability. Development implied it is an ongoing process and that progress is made over time and this fits also with the emphasis on long life learning.

According to Raza (2015), employees training and development is one of the major issuing topics nowadays because this helps organizations in number of ways. The daily performance of business and day to day maintenance is needed to be done by some workers or employees. And this can only be done when there is proper training and

development session held for the employees. Training and development will definitely cause an increase in the employees' performance. It is like a root toward a better result or success. It is extremely important for any kind of business whether it is a small based organization having four to five employees or a large scale organization having some number of employees. But the main point is that the training and development is necessary in every organization in order to avoid any misleading activity in the future.

Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, Federal and licensing organization guidelines. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge (McGhee et al, 1996). In a developing country like Nigeria, training and development of manpower resources is highly needed in virtually all business organizations for its effectiveness (Ezeani & Oladele, 2013). The important parts of training and development in this study are training methods, training design, training delivery.

Training is referred to as a systematic approach to learning, typically designed for a short term and a particular job-related purpose, such as the operation of some machinery, to improve the team and organizational effectiveness (Aguinis & Kraiger, 2009). Although training and development have similarities, the methods used to implement them are different. Training is primarily concerned with lectures, exercises, and workshops while development uses methods like job rotation, learning centers and literature that are available, often in libraries (Al-khayyat & Elgamal, 1997). In simple terms, it can be said that one stone is used to kill a bird in training, while in development; two birds are killed with a stone (Obisi, 2011).

Training is the process of equipping the workforce with the necessary knowledge, skills and attitude to tackle the job responsibilities. Beardwell and Hidden (1994) thought about training and development as a planned method to change angle, knowledge or skill behavior through learning experiences to achieve effective performance in an activity or range of activities. Development may be a long education method utilizing a scientific and arranged procedure that social control personnel learn abstract and theoretical information for general purpose. According to Campbell (1971), development implied an individual growth and self-realization in a broad base.

Training refers to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills that assist the organizations to have a crucial method of developing the employee towards enhancing productivity (Ezeani & Oladele, 2013). Training is defined as a learning process in which employees acquire knowledge, skills, experience and attitudes that they need in order to perform their job better for the achievements of their organizational goals (Ngirwa, 2009). According to Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Nda and Fard (2013) development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmed in order to enhance their capabilities. Training programs are given in the organizations. When the training programs are completely provided to the employees, the organizations can expect the increase in the employees' performance and change their behavior to the positive one. It is necessary for the employees to be able to achieve those training programs to develop their performance (Elnaga, 2013).

### **2.1.1 Training Methods**

Training methods defined as the systematic approaches employed to enhance employees' skills and knowledge in an organizational context. These methods include on-the-job training, off-the-job training, simulations, mentoring, and e-learning (Noe, 2017). There are many methods of training employee's in organization. The range of training methods used has been expanded by the application of technology in its "hard" (for example through computing technology) and "soft" (for example through instructional design) approaches (Sadler-smith et al., 2000). The training methods can be generally be categorized as either on the job or off the job. On-the-job training (OJT) is having a person to learn the job by actually doing it (Dessler, 2005; Sims, 2006).

Tennant et al. (2002) defined on-the-job training as a method where the learner develops skills in the real work environment by actually using the machinery and the materials during training. Adamu (2008) defined on-the-job training is designed to impart knowledge of job by working under an experienced worker. The trainer or the

experienced worker teaches and advises the trainee on specific methods and techniques of doing the job. In some cases, the trainee is expected to learn by watching the master. The trainee is learning and at the same time working, although the trainee's output will not be much. Malaolu and Ogbuabor (2013) argue that on- the-job training is the method used to acquire specific skill while the individual is on the job.

On-the-job training is required to improve the staff that had inadequate academic qualification for his job performance when he was employed specifically in a situation of acute manpower shortage. This is also regarded as training within industry or training within organizational policy (Richard & Johnson, 2001). Off-the job training is a process of acquiring skill and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses and workshops (Kempton, 1995). It permits individuals to leave their primary place of work for a different location. Its advantage includes, the trainee's ability to concentrate, analyze past behaviors and reflect on what has been successful and what has not (Okanya, 2008). This kind of training offers an opportunity to impart knowledge and skills that can be learnt or practiced in a safe and conducive atmosphere.

Kulkarni (2013) reaffirmed and classified Off-the-Job Training as thus: programmed instructions, class room lectures, work shop and seminars, conference method, vestibule training, behavioral modelling, experimental exercise, audio- visual method, case study method. Anao (1993) stated that this is the type of professional training given to individual before they are appointed. It is usually carried out on full-time basis, in schools, colleges and even universities lasting through a specific period.

### **2.1.2 Training Design**

Training design refers to the degree to which the training has been designed and delivered in such a way that provides trainees the ability to transfer learning back to the job (Naquin & Holton, 2002). It is obvious that training plays an important role in the development of organization, improving performance as well as increasing productivity and eventually putting organizations in the best position to face competition and stay at the top. This means that, there is a significant difference between the organizations that trains their employees and that of organizations that do not (Benedicta, 2010).

It is crucial for firms to use appropriate training design to enhance employee performance. In order to achieve effective training outcomes, organizations should identify a training design(s) that is in accordance with the needs of its employees. Training design plays a very vital role in the employee productivity as well as organizational performance. The design of the training should be according to the needs of the employees. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996).

### **2.1.3 Training Delivery**

Training delivery can be defined as the systematic and organized process through which instructional content is disseminated to learners, aiming to enhance their knowledge, skills, and competencies in a specific subject or field (Smith & Brown, 2018). This process involves the effective presentation of training materials, utilizing various instructional methods and technologies to facilitate a meaningful learning experience for participants (Johnson et al., 2020). Delivery style is a very important part of Training and Development (Carlos, 1995). Employees are very conscious about the delivery style (Armstrong, 2000). Employees are very conscious about the delivery style. Thus, if someone is not delivering the training in an impressive style and not capturing the attention of the audience, it means the trainer is wasting the time (Mark & Andrew, 2000). Therefore, it becomes imperative for a trainer to engage its audience during the training session (Phillip & Eves, 2005). Delivery style means so much in the training because it is what goes into making the change expected in the trainee. The HR Department must ensure that no matter the type of method used, it must be able to catch the trainees' interests. Once training has been designed, then the actual delivery of training can begin. The general recommendation is that training be pilot-tested or conducted on a trial basis in order to ensure that the training meets the needs identified and that the design is appropriate (Mathis & Jackson, 2004).

A giving training delivery approaches may be more effective than others because all training delivery approaches are capable and intended to communicate specific skills, knowledge, attitudinal or task information to trainees, so different training delivery approaches can be selected in order to deliver different training contents (Hamid, 1987).



According to Wexley and Latham (2002), the need to consider skill and tasks characteristics in determining the most effective training delivery approaches should be highlighted. The training delivery approaches used are as varies as the training content areas (Poon & Othman, 2000). Organizations conducted training programmers used one or more types of the approaches for delivering training objectives and developing their management employees.

## **2.2 Motivation**

HRM have to pay attention to two sub-dimensions of hard and soft. As the soft side of HRM, they emphasize the communication, leadership, motivation, whereas the hard side emphasizes on the economic activities for the cost effectiveness. However, it is difficult to gain the efficiency and targets of work quality with low employee motivation. Therefore, HRM has two main objectiveness of increasing the productivity of employees and quality of their life. Motivation can be defined as the internal psychological processes that energize, direct, and sustain an individual's behavior towards the achievement of specific goals or outcomes (Ryan & Deci, 2000). It involves the interplay of intrinsic and extrinsic factors that drive individuals to engage in activities, persist in their efforts, and seek personal or organizational success (Latham & Pinder, 2005). Employee motivation is considered a force that drives the employees toward attaining specific goals and organizational objectives. Nowadays, it is one of the most significant issues in organizations since everyone wants to make the best use of their financial and human resources. The main purpose of this study is to inquire what factors influence employee motivation in Pakistan and find the extent to which motivation affects employee performance. Another study shows that the phenomenon of increased competition between firms and their need to respond effectively to rapidly changing operational conditions and personnel requirements has escalated the necessity to identify those factors that affect employee performance (Diamantidis & Chatzoglou, 2019).

Employee motivation towards their work is the important factor for the organizational success. The long-term organizational success depends on the abilities of their employees. Generally, human beings do not response as per the motives in the economics and they need social well-being. In these days, there are lots of enterprises which acknowledge that the well-trained employees are the key success factor for their

organization. On the other hand, it is also necessary to support the employees as the well-equipped ones. The organizations have to carry out the training programs as the motivation factors. Trainings can be done with the aim of developing the individual and organizational productivity. Trainings are the continuous HRM practices to let the employees adapt the new conditions or environments and to increase the abilities in decision-making and problem-solving (Bodimer, 2020).

### **2.3 Job-related Factors**

Job-related factors are defined as the various elements and conditions inherent to a specific employment position that significantly influence an individual's job satisfaction, performance, and overall well-being (Spector, 1997). These factors encompass a range of aspects such as job design, task characteristics, workload, autonomy, and the organizational context, collectively shaping the work environment and impacting employees' experiences within it. The theory of job-related factors is a comprehensive framework that explores the multifaceted aspects influencing individual and organizational success within the workplace. This theory integrates several critical dimensions that significantly impact the dynamics of the job environment. The key components include job efficiency and effectiveness; job satisfaction, competency of employees, employee retention, and productivity.

Job efficiency and effectiveness are pivotal aspects of individual and organizational performance. Efficiency refers to the ability to complete tasks with minimal resources and time, while effectiveness is about achieving desired outcomes and goals. The relationship between these factors is well-established in organizational psychology and management literature (Drucker, 1964). A well-designed job that aligns with employee skills and competencies enhances efficiency and effectiveness, contributing to overall organizational success.

Job satisfaction is a central element of the job-related factors theory, influencing employee engagement, motivation, and commitment. According to Locke (1976), job satisfaction is a result of the perceived congruence between what individual value in their work and what they perceive their job provides. Satisfied employees are more likely to be productive and contribute positively to the workplace environment (Spector, 1997).

Organizational strategies that focus on enhancing job satisfaction contributes to a more motivated and committed workforce.

Competency of employees is a critical determinant of job performance. Boyatzis (1982) emphasized the importance of aligning individual competencies with job requirements. Employee competency, encompassing knowledge, skills, and abilities, is a key driver of organizational success (McClelland, 1973). Organizations that invest in training and development programs to enhance employee competencies create a more skilled and adaptable workforce.

Employee retention is a strategic imperative for organizations seeking stability and sustained success. Blau (1964) posited that satisfied employees are more likely to stay with an organization as they perceive a positive exchange between their efforts and organizational rewards. Retaining talented and experienced employees is essential for maintaining institutional knowledge and ensuring organizational continuity (Hom & Kinicki, 2001).

## **2.4 Employee Performance**

Employee performance can be defined as the measurable outcomes, behaviors, and contributions exhibited by an individual within the organizational context, reflecting the effectiveness of their efforts in fulfilling job responsibilities and achieving organizational goals (Campbell, 1990). This multifaceted concept encompasses various dimensions, including task performance, contextual performance, and adaptive performance, providing a comprehensive evaluation of an employee's overall contributions to the workplace.

The theory of employee performance delves into the factors influencing individuals' effectiveness within an organizational setting. According to Latham (2002), setting clear and challenging goals can significantly enhance employee performance. This theory posits that specific and challenging goals motivate individuals to exert greater effort, leading to improved performance.

Employee performance is very important for an organization to achieve the organizational objectives and organizations make efforts to improve employee performance based on the results of employee performance appraisals. Employee performance is defined as how well a person performs their job, duties and

responsibilities. Employee performance is defined as the ability of an employee to accomplish his mission based on the expectations of an organization. Employee performance refers to the employees' achievement in performing their work that contributes to the company's success in achieving the organizational goals. Employee performance is the performance associated with the quantity and quality of outputs, timeliness of output, presence or attendance on the job, efficiency of the work completed and effectiveness of work completed (Mathis & Jackson, 2009). Boateng (2011) stated that employee performance is measured against the performance standards set by the organization. Every organization has certain expectations related to employee performance. And if they perform up to the set standards and meet expectations, they are believed to be good performers. The performance of employees is frequently reviewed in terms of results or outputs. It can also be viewed in terms of behavior (Armstrong, 2009).

When measuring performance, there are several dimensions that can be taken into consideration, for example productivity, efficiency, effectiveness, quality and profitability measures (Hwang & Ahuja, 1992). Employee performance is influenced by various elements, including job satisfaction, knowledge, commitment, and management viewpoint, but training and development are essential components. Success or failure of every organization depends on the performance of worker. Employee performance ultimately affects the organizational performance. Many companies evaluate their employees' performance on an annual or quarterly basis to identify areas that need improvement and to encourage further achievement in areas that are meeting and exceeding expectations. Performance is an important factor in the success of an organization, helping to also improve overall productivity, profitability, and employee morale. By regularly evaluating employee performance, organizations can identify areas that need improvement, provide support and training to employees, and ensure that everyone is working toward the same goal.

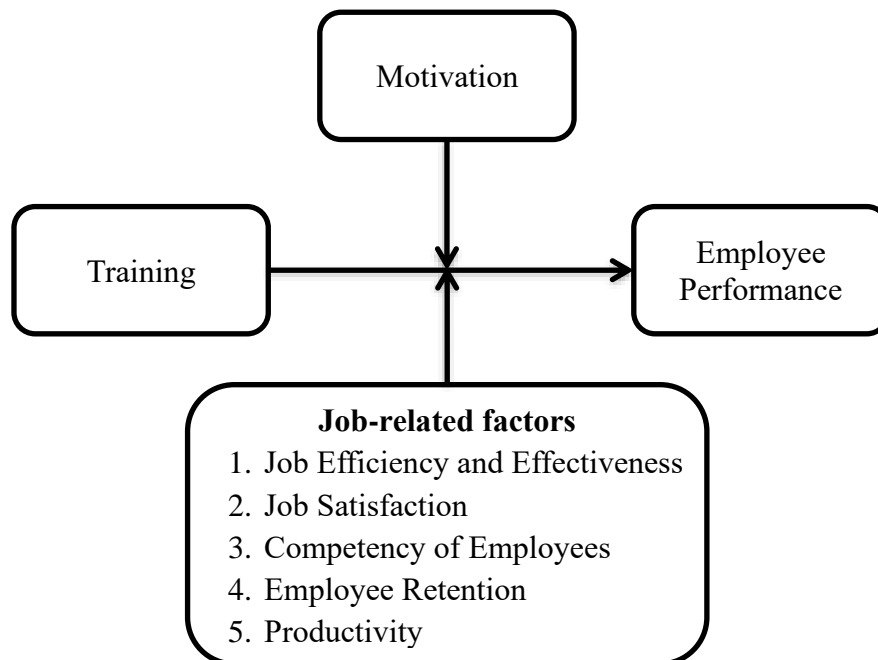
## **2.5 Empirical Studies**

Perception of training has a very significant impact on the minds of the employee working in an organization. If the employees have a positive perception of training, they will have higher level of motivation for getting training. They also found that if the organization spends money on training it will result in stronger commitment with the

organization. They also are more committed to the organization. Motivation of the employees toward training is very important in learning process. Training process depends upon the personal characteristics and the perception about how training will benefit the employee (Burke & Hutchins, 2007). Research has focused on employees' mental attitude toward training process and its outcome.

Several authors studied the training and development, motivation, job-related and employee performance. Among them, Arora (2022) looked closely at how training impacts employee performance in the Telecom Industry in India. The main goal of this research was to examine how training programs influence employee performance, especially in terms of motivation and job-related factors. The study also aimed to understand the connection between training and employee behavior that supports good performance. Additionally, it examine to analyze how training serves as a tool for motivating employees and to assess how the content, quality, and duration of training affect overall employee performance. To achieve these goals, the research involved a sample of 500 employees from the Telecom industry in India by using snowball sampling method. Conceptual model of Arora is shown in Figure (2.1).

**Figure (2.1) Conceptual Model of Arora**



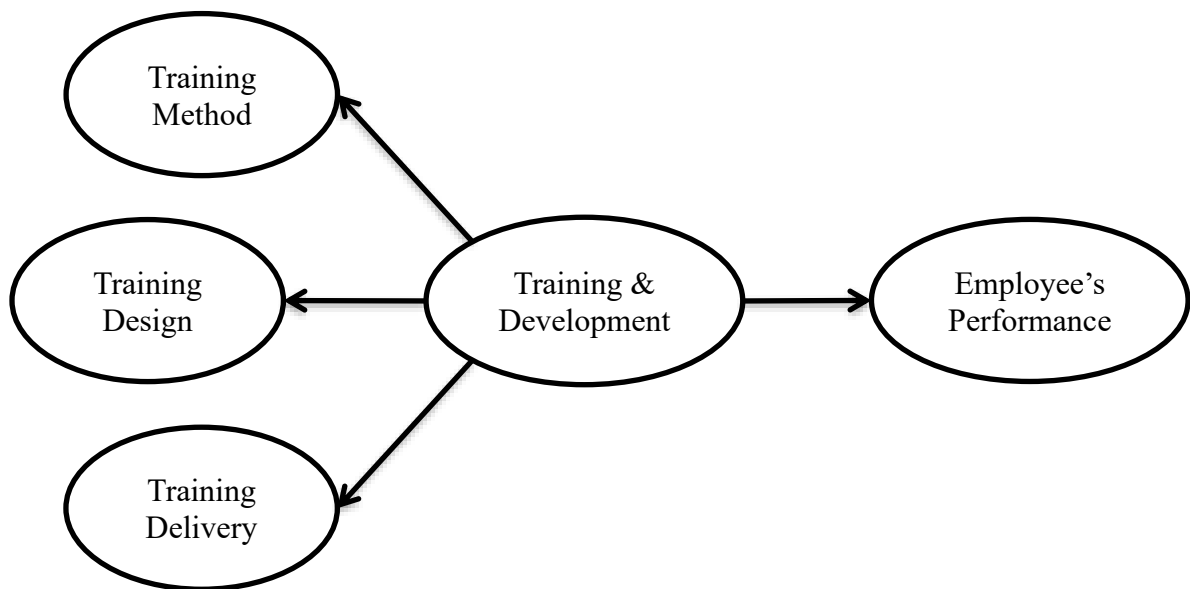
Source: Arora (2022)

The findings of Arora (2022) showed that how having well-educated and well-trained employees is crucial for the company. Early education or training sets a strong

foundation, and ongoing training is necessary for continuous professional growth. Providing the right training is seen as an investment that benefits both the employee and the organization.

Another study concerned with the effect of training and development on employee’s productivity among academic staffs of Kano State Polytechnic, Nigeria. Abdullahi et al. (2018) investigated this research sample of 590 academic staffs from Kano State Polytechnic, Nigeria by using simple random sampling method. The research model of Abdullahi et al. (2018) is shown in Figure ( 2.2 ).

**Figure (2.2) Conceptual Model of Abdullahi et al.**



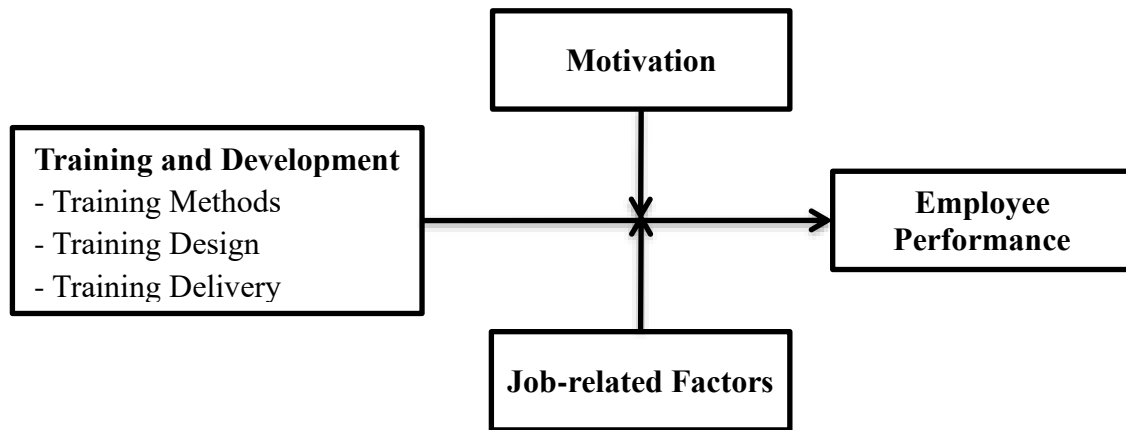
Source: Abdullahi et al. (2018)

The above framework was formed to show clearly the effect of independent variables on dependent variable. The result of this research found that training method, training design and training delivering style has significant and positive effect on employee’s productivity among academic staffs of Kano State Polytechnic, Nigeria.

## **2.6 Conceptual Framework of the Study**

The framework has developed to conceptualize the relation between dependent variable and independent variables. Independent variables are training and development factors which are correlated to dependent variables: motivation, job-related factors and employee performance.

**Figure (2.3) The Conceptual Framework of the Study**



Source: Own Compilation (2024)

This study focuses on the effect of training and development on employee performance. This framework has three parts. In the first part, training and development is independent variable and employee performance is dependent variable. In the second part, the moderating effect of motivation on the relationship between training and development and employee performance is described. In final part the moderating effect of job-related factors on the relationship between training and development and employee performance are explored.

This conceptual framework is combined with motivation, job-related factors and employee performance from paper of Arora (2022). Training and development (training method, training design, training delivery) and employee performance are developed from Abdullahi et al. (2018).

## **CHAPTER 3**

### **PROFILE AND TRAINING AND DEVELOPMENT OF SKY STAR HOTEL**

The chapter on Sky Star Hotel begins by providing an overview of the hotel's profile, offering insights into its establishment and key features. Following this, the organizational aspects of the hotel, exploring its structure and the various roles played by different members of the staff are presented. This section aims to provide a comprehensive understanding of how the hotel is managed and functions on a day-to-day basis.

The final part of the chapter focuses on the training and development initiatives undertaken by Sky Star Hotel for its staff. This aspect underlines the hotel's commitment to ensuring a well-trained and proficient team, aligning with its vision of providing superior services. Overall, the chapter offers a holistic view of Sky Star Hotel, covering its profile, organizational structure, and the strategies employed for staff training and development.

#### **3.1 Profile of Sky Star Hotel**

Sky Star Hotel was established in 2013 as four-star accommodations. With a workforce comprising 100 employees, the hotel is centrally situated in Yangon, specifically on East Horse Race Road in Tamwe Township. Its location offers convenience, being just a 30-minute drive from Yangon International Airport. Additionally, the hotel is in close proximity to prominent landmarks such as the Ocean Shopping Mall, Super One Supermarket, Kyaik Kansan Stadium, and Thuwanna Stadium.

The vision of Sky Star Hotel is to be an internationally recognized five-star hotel and aims to provide superior services and full-facilities to their customers with its skillful and qualified employees. In Sky Star Hotel, there are 152 hotel rooms, inclusive of junior suites 2 rooms, business suite 4 rooms, suite with kitchenette 10 rooms and other are superior. All rooms are situated in beautiful garden compound and each room have bath room attached with bath tub, 32 inches high tech flat screen satellite/cable TV, television LCD/plasma screen with multichannel, International Direct Dialing (IDD) or standard 20



local line, air conditioned, Wi-Fi system with internet access – Local Area Network (LAN) complimentary and 24-hour room services.

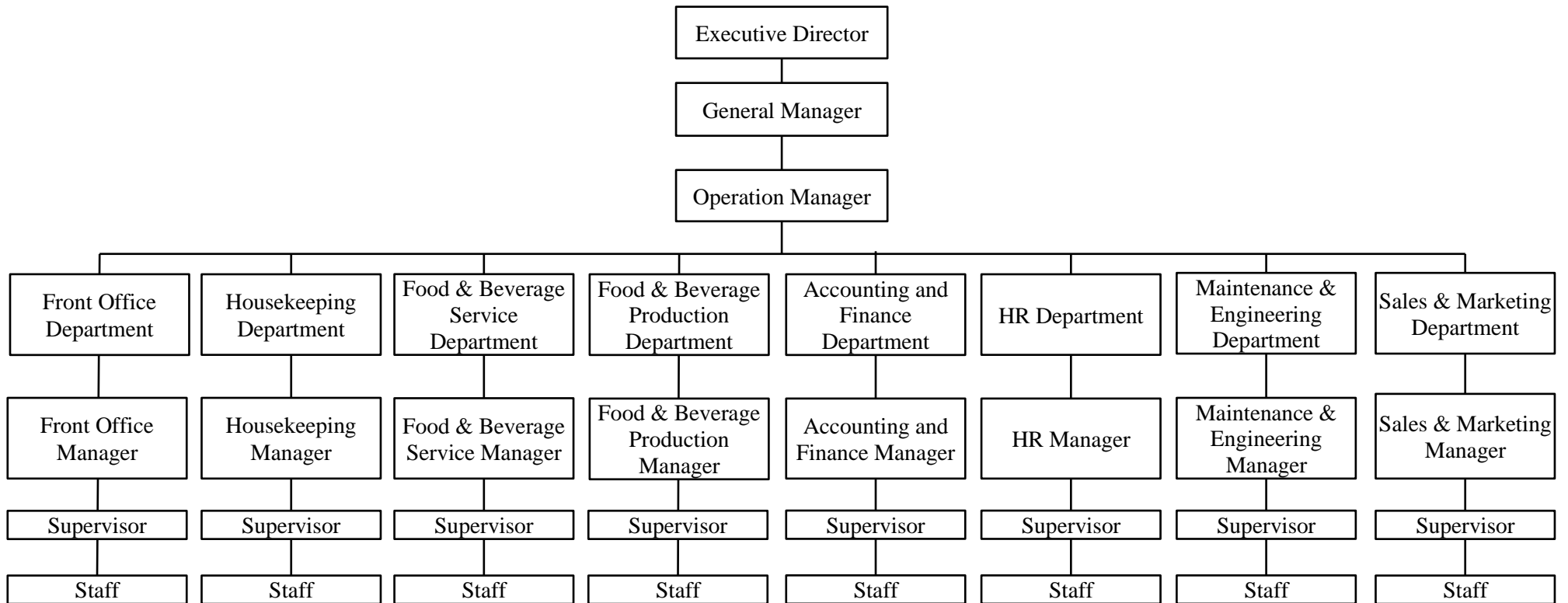
At Sky Star Hotel, room prices are contingent upon the room type, and the establishment offers annual discounts in December. The hotel distinguishes itself by providing superior services and a range of facilities, including private mini-bars, Wi-Fi access, a fitness center, spa, screen golf with modernized equipment, a large outdoor swimming pool, a spacious breakfast lounge, and five meeting rooms - diamond, olive, grand ballroom, and two office rooms.

In addition to these amenities, Sky Star Hotel extends services through its business center, offering secretarial assistance, printing, photocopying, fax services, and high-speed internet access. The hotel's commitment to excellence is reflected in its motivated and skillful staff. This commitment is manifested through open communication with managers, recognition for hardworking employees, ongoing training programs, and the creation of involvement activities to foster a positive and engaged work environment. Sky Star Hotel is dedicated to ensuring that its guests receive top-notch services and enjoy a memorable stay.

### **3.2 Organization Structure of Sky Star Hotel**

The organizational structure of Sky Star Hotel in Yangon is visually represented in Figure (3.1). The hotel operates with a framework consisting of eight distinct departments. This structure is designed to efficiently manage various aspects of hotel operations, ensuring a well-coordinated and effective workflow. Each department likely plays a specific role in contributing to the overall functioning and success of Sky Star Hotel, allowing for specialization and expertise in different areas of hotel management and guest services. A detailed breakdown of the number of employees in each department can be found in Table (3.1).

**Figure (3.1) The Organization Structure of Sky Star Hotel in Yangon**



Source: Sky Star Hotel (2024)

**Table (3.1) Number of Employees in Sky Star Hotel**

<b>Department</b>	<b>Number of Employees</b>	<b>Percentage</b>
Management	3	3
Front Office Department	9	9
Housekeeping Department	22	22
Food and Beverage Service Department	20	20
Food and Beverage Production Department	14	14
Accounting and Finance Department	8	8
Human Resources Department	10	10
Maintenance and Engineering Department	10	10
Sales and Marketing Department	4	4
<b>Total</b>	<b>100</b>	<b>100</b>

Source: Sky Star Hotel (2024)

Sky Star Hotel has a total of 100 employees, inclusive of the management level. The workforce is distributed across various departments as follows: 3 employees in executive management, 9 in the front office department, 22 in housekeeping, 20 in the food and beverage service department, 14 in food and beverage production, 8 in accounting and finance, 10 in human resources, 10 in maintenance and engineering, and 4 in sales and marketing. The visual representation in Figure 3.1 provides a clear overview of how these departments are structured within the hotel.

Sky Star Hotel has eight departments in order to operate efficiently. These are front office department, housekeeping department, food and beverage service department, food and beverage production department, maintenance and engineering department, accounting and finance department, human resources department and sales and marketing department. The hotel assigns respective responsibilities to the entire organization by providing a clear organizational structure, providing their employees with the appropriate authority to perform their responsibilities and providing clear guidelines. The staff of all departments must attend the training programs to meet the requirements of each department to perform the tasks effectively and efficiently.

### **1. Front Office Department**

At Sky Star Hotel, the front office constitutes the front desk or reception area, serving as a pivotal operational department within the establishment. It stands as the initial point of contact for every customer, embodying the hotel's image across various facets. This encompassing role includes managing the reception, providing customer service, handling bell services, reservations, operating telephone lines, overseeing the executive club, and managing the business center. The primary responsibilities of the front desk involve checking customers in and out, processing reservations via phone or email, and addressing customer complaints. Moreover, the front office endeavors to enhance guests' experiences throughout their stay by fulfilling their needs and ensuring satisfaction.

The personnel employed in the front office are characterized by their friendliness, courtesy, confidence, and cheerfulness. They derive genuine enjoyment from interacting with both customers and colleagues while adeptly resolving issues. Effective communication is integral to their role, requiring them to be polite, helpful, and proficient in foreign languages, particularly English. Occasionally, they are tasked with resolving customer complaints. The overarching objective of the front office department is to assist customers with luggage, transportation, provide information about the hotel and the city, and facilitate other service arrangements during their stay. The principal duty of front office staff is to cultivate a comfortable environment for customers, fostering loyalty to the hotel for future visits.

Receptionists, a vital component of the front office, manage customer check-ins and check-outs, secure dinner and activity reservations, organize transportation, and offer guidance on local activities and amenities. Displaying composure and a friendly demeanor is imperative for receptionists, even when faced with complaints, anger, or distress from customers. Their responsibilities extend to handling bookings, room allocations, and coordination with other departments. When confirming bookings, receptionists review customer profiles and may suggest additional services, such as screen golf or spa treatments, based on customer preferences and interests.

## **2. Housekeeping Department**

Customers consistently prioritize good service, reasonable pricing, cleanliness, a positive reputation, and a convenient location when choosing a hotel. The housekeeping department holds a critical role as the backbone of a hotel, as it plays a key role in ensuring customer satisfaction by maintaining cleanliness and orderliness in rooms and throughout the entire establishment. The importance of housekeeping is evident when linens are stained, blankets feel rough, pillows lack support, and shower curtains are moldy and discolored, as these factors can significantly tarnish the overall image of the hotel, leading to a decreased likelihood of customers returning.

Responsibility for the maintenance and upkeep of the entire hotel falls under the purview of the housekeeping department. Customers form initial impressions of a hotel based on the cleanliness maintained, making the housekeeping department indispensable. This department encompasses various aspects, including customer rooms, public areas, laundry, linen management, flower arrangements, and the maintenance of housekeeping machinery. Its core focus is on cleanliness, tidiness, and the associated ancillary services.

Accommodation constitutes a substantial portion of a hotel's operations, with the housekeeping department divided into room and laundry sections. In the room section, employees undertake tasks such as cleaning hotel bedrooms and the overall building, replacing linens, and overseeing the laundry process when necessary. The room section also manages the layout and decoration of bedrooms, ensuring cleanliness in bathrooms and toilets.

The laundry section is responsible for washing and ironing linens from customer rooms, ensuring they are ready for new occupants. Laundry services extend to linens,

food and beverage items (tablecloths, napkins), and staff uniforms. The employees in the laundry section must address customer needs related to laundry services. Room cleaning is assessed based on the number of rooms cleaned daily in accordance with hotel standards, adherence to cleanliness criteria determined through visual inspections and housekeeping checklists, and subsequent verification by supervisors. Adherence to these standards significantly contributes to the hotel's reputation.

### **3. Food and Beverage Service Department**

The primary duty of the food and beverage service department is to ensure the efficient operation and maintenance of dining rooms, restaurants, room service, and other functions, such as meetings or parties that may require food and beverages. This department within the hotel is responsible for maintaining high standards of food quality and service, managing food costs, overseeing meetings, restaurants, and bars.

Additionally, the food and beverage service department oversees the operations of the hotel's restaurant and bar. In the bar, department staff offer a variety of beverages, including coffee, cold drinks, afternoon tea, fresh fruit juices, and refreshing cocktails for guests enjoying the pool. The department's responsibilities extend to customer interaction, including meeting and greeting customers, checking meal reservations, assessing preferences, guiding customers to their tables, seating them, unfolding napkins, presenting menus, and engaging in upselling techniques.

Upon completion of the dining experience, the staff is tasked with assessing customer satisfaction and presenting the bill. The behavior, attitude, hygiene, and grooming of the food and beverage service staff contribute significantly to the overall impression of the hotel.

### **4. Food and Beverage Production Department**

Food and beverage production, synonymous with the term "culinary," constitutes the art of preparing, cooking, and presenting meals, typically within the context of the Sky Star Hotel. Individuals employed in this capacity at the hotel include chefs and cooks. The hotel specifically recruits skilled chefs possessing expertise in food science,

nutrition, and diet. These culinary professionals bear the responsibility of crafting visually appealing and palatable meals.

The chefs engaged in this role are tasked with both conceptualizing food creations and executing the cooking process, which encompasses the preparation of delectable dishes representing Myanmar, Asian, and Western cuisines, including curry. The food and beverage production department is divided into two branches: the main kitchen and the staff canteen kitchen.

Effective communication, positive interdepartmental relationships, and cooperation between the food and beverage service department and the food and beverage production department are crucial. Such synergy ensures customer satisfaction, elicits favorable feedback, and contributes to shaping a positive image of the hotel.

## **5. Accounting and Finance Department**

Financial management involves efficiently managing income and expenses to achieve organizational objectives. The accounting and finance department, as an integral part of the hotel, handles day-by-day transactions and oversees government reporting. It plays a crucial role by providing timely and accurate financial reports to other department managers, implementing year-end closing procedures, and preparing budgets and fund summaries.

The department's manager is tasked with conducting audits to ensure financial profitability and serves a pivotal role in decision-making by top management, who rely on the results presented by the finance department. Collaborating with managers from various departments, the accounting and finance team prepares budgets, forecasts, and progress reports throughout the year.

Information derived from the accounting and finance department guides strategic planning for expansion, asset acquisition, staffing, and cash requirements. Additionally, the department manages payroll preparation and maintains records of contracts, insurance policies, tax reports, and expenses. It is emphasized that without proper administration and effective financial utilization, no business enterprise can fully realize its growth and expansion potential.

## **6. Human Resource Department**

The role of the Human Resource (HR) department is paramount to the success of hotels, particularly in service-oriented organizations with approximately one hundred employees. Efficient management of a substantial workforce necessitates a well-organized human resource management system. The HR department is entrusted with numerous critical functions within the hotel, encompassing labor law compliance, record-keeping, recruitment, hiring, training, compensation administration, 24-hour security oversight, employee relations, and the resolution of specific performance issues.

Furthermore, the HR department plays a crucial role in staff replacement and recruitment for vacant positions, utilizing diverse sources such as employment agencies, online platforms, job vacancy journals, and employee referrals. The objective is to ensure the selection of the most suitable candidates for each role, aligning individuals with the right responsibilities. Upon the hiring of new employees, the HR department facilitates orientation and induction training to familiarize them with the hotel's policies and operations.

The HR department assumes the responsibility of identifying training needs and subsequently providing requisite training programs based on performance appraisals. Notably, the HR manager addresses various challenges within the hotel, including absenteeism, low morale, and high turnover rates, managing and resolving employee-related issues. Performance appraisals, conducted by both the HR department and departmental heads, serve as a means to assess employee performance comprehensively.

Following performance evaluations, the HR manager takes necessary actions, implementing recognition plans based on individual performance outcomes. The multifaceted responsibilities of the HR department underscore its critical role in ensuring the effective functioning of the hotel and the optimal performance of its workforce.

## **7. Maintenance and Engineering Department**

The maintenance and engineering department within the hotel is tasked with overseeing essential services, such as electricity, steam, hot water, air-conditioning, and refrigeration, while also maintaining various equipment. The department's scope encompasses diverse areas, including civil, mechanical, safety, security, and fire



protection, contributing significantly to meeting customer demands and ensuring the hotel's profitability at a consistent standard.

Close collaboration with other hotel departments, such as safety and security, food and beverage, housekeeping, and kitchen, is imperative for the maintenance and engineering department. Particular attention is given to the upkeep of the hotel's swimming pool, where comprehensive maintenance is conducted to ensure proper filtration and prevent the accumulation of undesirable conditions, such as algae, for swimming.

Specialized roles within the department include pool care responsibilities for maintaining swimming pools and plumbing duties performed by plumbers, encompassing the installation, repair, and maintenance of pipes, fixtures, and plumbing systems for water distribution and wastewater disposal. Electricians are responsible for installing, repairing, and maintaining electrical systems and components, including motors, transformers, generators, lights, appliances, circuits, and wiring within the hotel.

Regular maintenance inspections conducted by maintenance engineers are crucial in identifying worn-out, damaged, or faulty parts in equipment, tools, and machinery throughout the hotel. These engineers play a vital role in ensuring the smooth operation of the hotel's functions.

## **8. Sales and Marketing Department**

The Sales and Marketing Department of Sky Star Hotel undertakes the responsibility of enhancing business growth through proactive strategies encompassing direct sales, marketing initiatives, telemarketing, direct mail campaigns, appointment calls, and hotel tours. Within Sky Star Hotel, this department identifies performance areas with potential for improvement and recommends tools and sales training programs to optimize the sales team's effectiveness. The Sales and Marketing Department engages in promotional and advertising activities across various channels, including face-to-face interactions, social networking platforms, radio, and online media. The hotel's Sales and Marketing Manager plays a pivotal role in revenue maximization by developing programs aimed at increasing occupancy rates. Moreover, the manager remains vigilant about factors influencing the hotel and strives to comprehend the needs and attitudes of customers.

The Sales and Marketing Department's duties extend to coordinating marketing and promotional activities, ensuring alignment with customer requirements, and monitoring customer satisfaction with the hotel's facilities and services during their stay. Promotional development is integral to the hotel's operations, particularly in boosting occupancy during periods of low booking activity. Additionally, the department spearheads special events such as the Thingyan Festival and offers incentives like an extra night's accommodation to attract a broader customer base.

### **3.3 Training and Development of Sky Star Hotel**

Sky Star Hotel recognizes its people as invaluable assets, ensuring that everyone within the organization has opportunities for personal and professional development. The hotel is committed to equipping all employees with the necessary skills and knowledge to align with the organization's strategies and operational goals. Given the service-oriented and people-focused nature of the hotel industry, employee interactions with customers significantly influence the delivery of superior services, building a positive reputation, and ensuring effective organizational operations.

To foster continuous growth, Sky Star Hotel conducts training and development activities, offering educational programs and relevant training sessions aimed at enhancing employees' knowledge and skills. The hotel encourages career advancement, facilitating ongoing education in employees' respective areas. Regular development plans are provided throughout the year, not only for new hires but also for the continuous growth of existing staff. Opportunities for career progression exist across different business units, allowing employees to acquire diverse skills across various functions. Monthly training programs are a regular feature, with skill assessments conducted based on organizational needs.

Upon entry into the organization, new employees undergo orientation and induction training, including skill assessments and a job rotation approach to ensure the right placement. The hotel monitors new employees for three months, encouraging skill upgrades throughout their tenure. Performance appraisals are conducted biannually, with evaluations by supervisors and department heads. The results are submitted to the human resource manager and department manager for analysis. Identified training needs are then addressed to fill skill gaps, and the appraisal outcomes are utilized for career

development. Promotion opportunities are provided based on performance, skills, work-life balance, and experience. Employees displaying excellent performance are considered for promotion, with potential candidates receiving training for higher positions.

Sky Star Hotel values employee input, welcoming ideas and suggestions in any situation. Managers encourage open communication, inviting employees to express their thoughts and ideas freely. Meetings provide a platform for employees to voice their opinions on hotel arrangements, with the operations manager attentively listening and acknowledging individual perspectives and fresh ideas.

The hotel's training objectives are established by key decision-makers, aiming to align with the current working conditions and foster personal and career development. These objectives are critical for each department, including front desk, housekeeping, food and beverage, and management. Each department's objectives are crafted by department heads, intending to enhance the skills of employees and contribute to the overall success of the hotel. Based on the training objectives, training methods are developed by HR manager.

### **3.3.1 Training Methods of Sky Star Hotel**

The Sky Star Hotel employs a variety of effective training methods to facilitate seamless learning and application of skills in the dynamic hospitality industry. The process of improving an employee's knowledge, talents, and skills for a specific job is known as training methods. Programs for employee training assist in improving employees' knowledge and abilities to keep up with all of the developments in the business. These improvements will have a favorable impact on employees' productivity, which can raise an organization's earnings and efficiency. The participants, the amount of time, and the intended result of a training activity all influence the choice and application of training methods.

Sky Star employs effective training methods that make it easy for trainees to memorize training objectives and content. The selection of suitable training methods is crucial in delivering effective training to participants. Sky Star Hotel carefully chooses methods that aid in memorization during training sessions and application in real workplace conditions. The primary goal of the training is to enhance and promote the

personal skills, thinking abilities, and knowledge of the trainees, emphasizing the importance of applying acquired information and skills in actual workplace scenarios.

The two primary types of training methods are On Job-training and Off Job training. On Job training occurs during the execution of assigned tasks, while Off Job training convenes employees for dedicated training sessions.

### **(1) On-the-Job Training at Sky Star Hotel**

On-the-Job training at Sky Star Hotel constitutes a vital component of the employee development strategy, wherein staff members receive training while actively engaged in their assigned tasks. This approach ensures a seamless integration of theoretical knowledge with practical application, fostering a dynamic learning environment within the operational context of the hotel. Employees benefit from hands-on experience, gaining insights into the intricacies of their roles while simultaneously contributing to the day-to-day functioning of the hotel.

The implementation of On-the-Job training involves mentorship programs, where experienced employees guide and instruct their peers, facilitating the transfer of knowledge and skills. This approach not only accelerates the learning curve but also promotes a sense of camaraderie and collaboration among team members. Practical scenarios and real-time challenges encountered during daily operations become opportunities for skill enhancement, aligning individual competencies with the hotel's service standards.

### **(2) Off-the-Job Training at Sky Star Hotel**

Off-the-Job training at Sky Star Hotel is a structured approach to employee development that involves dedicated training sessions conducted outside the regular work environment. This type of training aims to equip employees with specialized knowledge and skills that may not be easily acquired during routine operations. These training sessions often cover a broad spectrum of topics, ranging from industry-specific best practices to soft skills and leadership development.

External trainers conduct training sessions with employees every three months. External training courses, workshops, and seminars are key components of Off-the-Job

training, providing employees with exposure to industry trends, innovations, and evolving customer expectations. By engaging in these sessions, employees broaden their perspectives, enhance their expertise, and contribute to the overall knowledge base of the Sky Star Hotel. Additionally, Off the Job training fosters a culture of continuous learning, emphasizing the importance of staying abreast of industry developments and refining skills beyond the scope of daily tasks.

### **3.3.3 Training Design of Sky Star Hotel**

The training design for Sky Star Hotel is founded upon the understanding that learning is a dynamic process involving the acquisition of knowledge, refinement of skills, and alteration of attitudes to optimize employee performance. The continuous nature of training ensures that employees not only gain theoretical knowledge but also comprehend how to excel within the organizational context.

This strategic selection of training design ensures a more profound understanding of the content and effective transfer of training to real workplace scenarios. The most popular training techniques at Sky Star include lectures, brainstorming sessions, role plays, small group and individual discussions, and games. The training design at Sky Star Hotel incorporates diverse methods to optimize employee performance, including lectures, group discussions, individual exercises, role plays, and games. Training programs cover orientation, system and apps, sales, customer service, and personal development, each utilizing a mix of techniques tailored to enhance learning. Facilities provided include documents, computers, projectors, and stationery. Understanding the training design and objectives is emphasized for effective learning and development.

**Table (3.2) Training Design for Employees**

<b>Sr.No.</b>	<b>Training Program(s)</b>	<b>Training Design</b>	<b>Facilities</b>
1	Orientation Training	Lecture, group discussion, Job Instruction	Documents, papers, computer, slide projector, video file, and stationeries for each trainee.
2	System and Apps Training	Lecture, individual exercise and the assignments	Documents, papers, computer, slide projector, video file, and stationeries for each trainee.
3	Sales Training	Lecture, group discussion, small group discussion individual exercise, brainstorming, role play and game.	Documents, papers, computer, slide projector, video file, and stationeries for each trainee.
4	Customer Service Training	Lecture, group discussion, small group discussion individual exercise, brainstorming, role play and game.	Documents, papers, computer, slide projector, video file, and stationeries for each trainee.
5	Personal Development Training	Lecture, group discussion, small group discussion individual exercise, brainstorming, role play and game.	Documents, papers, computer, slide projector, video file, and stationeries for each trainee.

Source: Sky Star Hotel (2024)

The hotel provided excellent training design to the employees with various training programs and good facilities. The hotel provided training to employees not only with internal trainers but also external trainers. Thus, the employees in Sky Star Hotel understanding the training design and objectives are crucial for effective learning and development initiatives.

### **3.3.4 Training Delivery of Sky Star Hotel**

The effectiveness of training in the hospitality industry depends significantly on employee attitudes, emphasizing the importance of attitude-oriented training. This type of training addresses various factors including mindset, belief systems, emotional maturity, self-confidence, and experience. To effectively tackle these challenges, training methods must extend beyond traditional classroom settings. Creativity, innovation, and an open-minded approach are essential for identifying learning opportunities in every experience, promoting a transformative mindset.

Supervisors and managers at Sky Star Hotel play a crucial role in facilitating training and development for their teams. Recognizing that training is more than just a routine task, but a transformative experience that enhances performance, boosts morale, and improves organizational health and productivity, these leaders become instrumental in shaping the workforce.

The training process at Sky Star Hotel follows a cyclical structure, beginning with the assessment of training needs. This evaluation is based on the gap between desired and actual employee performance, considering factors such as job analysis and performance objectives. Planning the training involves setting specific objectives, designing the program, and selecting appropriate methods. This comprehensive planning stage addresses practical considerations such as training goals, duration, structure, location, and trainee selection, ensuring a well-rounded and effective training program.

The training objectives focus on the practical application of knowledge and information in the job, as well as fostering knowledge sharing among employees to improve organizational performance. Various delivery methods are employed to aid trainers and trainees in comprehending the training effectively. Sky Star Hotel utilizes suitable training such as classroom training, simulated training, audio-visual based training, and internet-based training, depending on the specific situation.

The hotel provides conducive environment with training materials, multimedia tools, and interactive sessions to ensure effective understanding and retention of information. This method is particularly beneficial for imparting foundational knowledge to staff. In response to the challenges posed by the Covid-19 pandemic, the hotel utilizes internet-based training primarily through video conferencing tools like Zoom. This

approach allows for remote learning, content sharing, and interactive sessions, ensuring that employees stay well-informed and engaged even during challenging circumstances.

Simulated training is incorporated to provide hands-on experiences in a controlled environment. This method allows employees to practice real-world scenarios, enhancing practical skills and preparing them for the challenges they may encounter in their roles, such as handling customer complaints or managing peak times in the hotel.

### 3.4 Reliability Analysis

Reliability analysis is carried out by calculating Cronbach’s Alpha values in order to determine the internal consistency of the variables in the questionnaire. According to Sekaran (2000), all questions of each variable are needed to measure the reliability which may apply Cronbach’s coefficient alpha scale.

The value of Cronbach’s alpha ranges is from 0 to 1. The closer Cronbach’s alpha coefficient is to 1.0, the greater the internal consistency of the items in the scale (Sekaran, 2000). Cronbach’s Alpha value of 0.6 is considered poor, 0.7 is acceptable and 0.8 is considered as good (Sekaran & Bougie, 2010). If the alpha is less than 0.6 which means the results are considered unreliable. In general, reliabilities less than 0.60 are considered poor; between 0.60 and 0.70 are fair; between 0.7 and 0.8 are good, between 0.8 and 0.9 are very good and above 0.9 is excellent (Cronbach, 1951). The Cronbach's Alpha values of the variables are shown in Table (3.3).

**Table (3.3) Reliability Analysis of Variables**

<b>Factor</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Training Methods	5	0.824
Training Design	5	0.843
Training Delivery	5	0.822
Motivation	5	0.784
Job-related Factors	5	0.866
Employee Performance	8	0.897

Source: Survey Data, 2024



Cronbach's Alpha values of training methods, training design, training delivery, job-related factors and employee performance are 0.824, 0.843, 0.822, 0.866 and 0.897. Thus, these variables are very good reliability. Cronbach's Alpha value of motivation is 0.784 and it is good reliability. Therefore, the variables in this study are consistent and reliable.

### **3.5 Demographic Profile of Respondents**

In this study, demographic profile of respondents is analyzed with their gender, marital status, age group, education level, years of services, position level and training times. This demographic profile of respondents is shown in Table (3.4).

**Table (3.4) Demographic Profile of Respondents**

<b>Sr. No.</b>	<b>Demographic Factor</b>	<b>Description</b>	<b>Number</b>	<b>Percentage</b>
		<b>Total</b>	<b>80</b>	<b>100.0</b>
1.	Gender	Male	55	68.8
		Female	25	31.2
2.	Marital Status	Single	54	67.5
		Married	26	32.5
3.	Age (Year)	≤ 25	26	32.5
		26 – 35	28	35.0
		36 – 45	15	18.8
		46 – 55	10	12.5
		Above 55	1	1.2
4.	Education Level	High school	23	28.8
		Under graduate	23	28.8
		Bachelor	27	33.7
		Master	6	7.5
		Other	1	1.2
5.	Years of service	Under 1	28	35.0
		1 – 3	18	22.5
		4 – 6	4	5.0
		Above 6	30	37.5
6.	Position Level	General staff	38	47.5
		Assistant	17	21.3
		Supervisor	14	17.5
		Manager	10	12.5
		Above Manager	1	1.2
7.	Training Frequency	1	55	68.8
		1 – 3	17	21.2
		3 - 5	8	10.0

Source: Survey Data (2024)

As shown in Table (3.4), the number of male populations is more rather than female population because hotel industry is service industry and most of the hotel jobs are more suitable for male rather than female. This result also shows that the males are more patient with answering survey questions rather than females.

According to the results in Table (3.4), the second largest group is under 25 years old. Because most of the industry especially service industry is like fresher and younger people. Because they are active to learn new things and they are active to use their theoretical knowledge at work. Most employees are between 26~35 years old with 35% of the respondents. This is because at around this age, the job experiences they have is plenty enough, they can do very well any order they received from employees and can solve every sudden problem by their own critical thinking.

Most employees are general staffs with 47% of the respondents. It means that hotel requires a diverse range of tasks to be performed on a daily basis, including housekeeping, front desk operations, food and beverage service, maintenance, and administration. General staff members often fulfill these roles, covering various operational aspects of the hotel.

The survey shows that most people studied at under graduated or below with 28.8% and at the bachelor's level with 33.7%. A few had master's degrees with 7.5%, and a small number had other qualifications with 1.2%. This means most respondents were well-educated. It suggests Sky Star has well-educated employees who might do well in their roles.

The study also looked at how long the respondents had worked at Sky Star Hotel. They were divided into four groups based on their years of service. The biggest group had worked for more than 6 years with 37.5%. The second group had less than 1 year of service, the third group had 1 to 3 years, and the last group had 4 to 6 years. Those with over 6 years of experience in the hotel industry mostly stayed with the organization for a long time, possibly because they were dedicated to it. This suggests that the employees at Sky Star Hotel really enjoy their job, feel connected to it, and see their workplace as a second home. They are committed and loyal to their work.

It is found that all respondents participated in training, showing that the hotel's training isn't just for higher-ranking employees, but also for lower-level ones. The training programs are the same for everyone, which is why Sky Star has many skilled employees.

## **CHAPTER 4**

### **ANALYSIS ON EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN SKY STAR HOTEL**

This chapter presents the training and development of Sky Star Hotel. There are two main parts. The first is the effect of training and development on employee performance and the second presents the moderating effect of motivation and job-related factors on the relationship between training and development and employee performance of Sky Star Hotel by using multiple regressions.

#### **4.1 Employee Perception on Training and Development, Motivation, Job-related Factors and Employee Performance of Sky Star Hotel**

The three variables (training method, training design and training delivery) are regarded as the independent variables and employee performance is the dependent variable. Motivation and Job-related factors are moderating variables on the relationship between training and development and employee performance of this study. According to Best (1977), the mean value values of five-point Likert scale items are interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81-2.60 means disagree.

The score among 2.61-3.40 means neither agree nor disagree.

The score among 3.41-4.20 means agree.

The score among 4.21-5.00 means strongly agree.

In the structured questionnaire, 5 points Likert Scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree) is used in order to find out the employee performance on training and development.

#### 4.1.1 Training and Development

Employee perception on training and development is analyzed by using descriptive statistics. Training and development includes training methods, training design and training delivery. The results are shown in follows.

##### 1. Training Methods

The first variable in training and development is training methods. A total of five statements regarding training methods were included in the questionnaire for each respondent. The following Table (4.1) shows training methods in Sky Star Hotel.

**Table (4.1) Training Methods**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Using off-the-job training method to train employees	3.21	0.99
2.	Using on-the-job training method to train employees	3.53	0.90
3.	Employing lecture as method of delivery mode at the training	3.34	0.95
4.	Employing demonstration as method of delivery mode at the training	3.58	0.91
5.	Employing discussion as method of delivery mode at the training	3.80	0.96
	<b>Overall Mean</b>	<b>3.49</b>	

Source: Survey Data (2024)

According to Table (4.1), the highest mean value is 3.80 for employing discussion as method of delivery mode at the training. This means that training uses discussing method to improve employee performance. On the other hand, the off-the-job training has the lowest mean value 3.21; it indicates employees need to more off-the-job training in this hotel. The overall mean value for training methods is 3.49, indicating agree level. Employees seem to believe that they are getting valuable training methods opportunities from the hotel. The hotel offers training methods that aligns with both employee and

organizational needs, helping employees enhance their skills and knowledge to perform better at their jobs.

## 2. Training Design

The second variable in training and development is training design. A total of five statements regarding training design were included in the questionnaire for each respondent. The following Table (4.2) shows the training design in Sky Star Hotel.

**Table (4.2) Training Design**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Linking the training needs and the training to be delivered	3.53	0.86
2.	Measuring the effectiveness of training in the expected knowledge, skills, and attitudes of trainees	3.63	0.82
3.	Clearly defining training goals for both trainers and trainees	3.81	1.01
4.	Following and understanding the training materials	3.38	1.02
5.	Engaging and holding interest	3.55	0.97
	<b>Overall Mean</b>	<b>3.58</b>	

Source: Survey Data (2024)

According to Table (4.2), clearly defining training goals for both trainers and trainees, offering training objectives is highest mean value of 3.81. The results show that both trainers and trainees at Sky Star Hotel have a clear understanding of the training goals and objectives. However, the lowest mean value, 3.38 is gotten for following and understanding the training materials. Therefore, management team provided more user-friendly training materials to employees. The overall mean value for training design is 3.58, indicating agree level. Employees appear to feel that they receive valuable training from the hotel. The results suggest that both trainers and trainees at Sky Star Hotel have a clear grasp of the training design and training objectives.

### 3. Training Delivery

The third variable in training and development is training delivery. A total of five statements regarding training delivery were included in the questionnaire for each respondent. The following Table (4.3) shows training delivery in Sky Star Hotel.

**Table (4.3) Training Delivery**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Finding the topics discussed in the training sessions relevant to hotel management	3.45	0.88
2.	Understanding that the information presented in lectures	3.45	0.83
3.	Using the online platforms for remote learning to be user-friendly	3.33	0.88
4.	Effectively learning practical hotel management skills through e-learning modules	3.28	0.93
5.	Understanding real-world hotel management challenges through case studies	3.58	0.88
	<b>Overall Mean</b>	3.42	

Source: Survey Data (2024)

According to Table (4.3), understanding real-world hotel management challenges through case studies is the highest mean 3.58. This indicates that using case studies are effective and contribute to enhancing employee performance at Sky Star Hotel. The method of effectively learning practical hotel management skills through e-learning modules with lowest mean value of 3.28, it means that management team need to provide more training to employees using simple and effective e-learning modules to improve management skills.

The training delivery at Sky Star Hotel received the overall mean value is 3.42, showing agree level of employees. Most employees at the hotel approve of the training methods and feel that it's improving their skills and performance. Based on these findings, it's clear that employees believe with the proper training delivery provided by Sky Star Hotel.

### 4.1.2 Motivation

A total of five statements regarding employee motivation were included in the questionnaire for each respondent. The following Table (4.4) shows the motivation of employees at Sky Star Hotel.

**Table (4.4) Motivation**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Working on important tasks after undergoing staff training	3.21	0.90
2.	Taking personal responsibility for job outcomes	3.69	0.84
3.	Attending organization-funded trainings	3.56	0.82
4.	Being empowered by training enables carrying out duties without difficulty	3.41	0.81
5.	Finding work more interesting and	3.49	0.98
	<b>Overall Mean</b>	<b>3.47</b>	

Source: Survey Data (2024)

Table (4.4), the highest mean value 3.69, is for taking personal responsibility for job outcomes is now a habit after being trained. This means that after completing the training, employees are able to take ownership of their work responsibilities and gain confidence in problem-solving. Working on important tasks after undergoing staff training is received, is the lowest mean value 3.21. It indicates that employees at Sky Star hotel lack confidence in their ability to tackle issues independently. Therefore, trainers focus on fostering self-belief through additional practice sessions.

The motivation at Sky Star Hotel got overall mean 3.47, indicating agree level among the employees. According to the research, staff training builds confidence and improves skills. It also fosters personal responsibility, increasing accountability and motivation. Organization-funded trainings deepen understanding of goals, aligning with the company's mission. Training empowers employees, improving task performance and job satisfaction. Employees feel more interested and passionate about their work after training, leading to better overall engagement.



### 4.1.3 Job-related Factors

A total of five statements regarding job-related factors were included in the questionnaire for each respondent. The following Table (4.5) is job-related factors in Sky Star Hotel.

**Table (4.5) Job-related Factors**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Feeling confident in efficiently completing tasks	3.91	0.87
2.	Work environment positively contributing to overall job satisfaction	3.61	0.89
3.	Seeing continuing to work for this hotel long-term.	3.58	1.00
4.	Believing efforts are recognized and appreciated	3.38	0.92
5.	Opportunities for career growth and advancement existing	3.69	0.98
	<b>Overall Mean</b>	<b>3.63</b>	

Source: Survey Data (2024)

Table (4.5) shows that feeling confident in efficiently completing tasks is the highest mean value 3.91. This means that the employees get confident from job-related factors and they can work their tasks efficiently completed. Believing efforts are recognized and appreciated the lowest mean value of 3.38, indicating to improve recognition and appreciation of employees' efforts. Thus, the hotel considers implementing a feedback system where employees receive regular acknowledgment for their work.

The overall mean for job-related factors at Sky Star Hotel is 3.63, indicating agree level within employees. The research findings from Sky Star Hotel's job-related factors indicate generally positive feelings among employees. They feel confident in efficiently completing tasks and perceive the work environment as contributing positively to their overall job satisfaction. Employees express a strong inclination to continue working for the hotel long term. However, there is scope for improvement in terms of believing that efforts are recognized and appreciated. Nevertheless, opportunities for career growth and

advancement are perceived positively. The job-related factors are generally content workforce at Sky Star Hotel, with opportunities for further enhancement in areas such as recognition and appreciation of efforts.

#### 4.1.4 Employee Performance

Employee performance is analyzed by using descriptive statistics. A total of eight statements regarding employee performance were included in the questionnaire for each respondent. There are described in Table (4.6).

**Table (4.6) Employee Performance**

<b>Sr.No.</b>	<b>Description</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Enhancing high quality of service with the organization's development programs	3.59	0.98
2.	Effectively performing expected tasks	3.80	0.80
3.	Completing projects and work on time	3.89	0.76
4.	Developing skills, knowledge, and improving efficiency through training and development programs	3.68	0.91
5.	Improving employees performance and developing potential to handle future challenges with training programs	3.56	1.02
6.	Taking on new tasks assigned to me willingly	3.85	0.89
7.	Handling assignments without much supervision	3.73	0.86
8.	Improving customer relations through training programs	3.76	0.92
	<b>Overall Mean</b>	<b>3.73</b>	

Source: Survey Data (2024)

According to Table (4.6), completing projects and work on time is the highest mean 3.89. This means that employing case studies is an effective method for ensuring timely and thorough completion of tasks. Improving employee performance and developing potential to handle future challenges with training programs received the lowest mean 3.56. It can be concluded that trainers are offering training programs aimed at developing skills to overcome challenges improving employee performance.

The overall mean for employee performance at Sky Star Hotel is 3.73, indicating agree level among employees. Sky Star Hotel's employee performance highlighted positive attitudes among its staff. They prioritize service quality through development programs and consistently meet expectations. Employees deliver projects punctually and continuously enhance their skills through training. They take on new tasks with minimal supervision, while training programs also improve customer relations. It shows that the employee at Sky Star Hotel is devoted to both expansion and providing exceptional customer service.

#### 4.2 Analysis on the Effect of Training and Development on Employee Performance of Sky Star Hotel

This section analyses the effect of training and development on employee performance of Sky Star Hotel. Multiple regression analysis is used to test the effect of independent variable (training and development such as training methods, training design and training delivery) on dependent variable (employee performance). The results of multiple regression analysis are shown in the Table (4.7).

**Table (4.7) Effect of Training and Development on Employee Performance**

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	1.061	.296		3.588	.001	
Training Methods	.081	.131	.086	.621	.537	3.137
Training Design	.388***	.136	.418	2.852	.006	3.509
Training Delivery	.293**	.119	.289	2.467	.016	2.240
R Square	.534					
Adjusted R Square	.516					
F Value	29.046***					
Durbin-Watson	1.844					

Source: Survey Data (2024)

Notes: \*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

The results in Table (4.7) show that the R square and adjusted R square are 0.534 and 0.516. This means the model can explain 51.6% of the change in employee performance due to training and development. Thus, the model is considered strong. The F test value, which shows the overall significance of the model, is highly significant at the 1 % level. This means the model is valid. The Durbin-Watson value is 1.844, which falls within an acceptable range (between 1.5 and 2.5). All the VIFs (Variance Inflation Factor) for independent variables are less than 10, indicating no multicollinearity issues among them.

According to the result, training design has a significant and positive effect on employee performance at 1% level and it has a positive relationship with the employee performance. It means that the employee performance will be increased by improving in training design when all other variables are constant. Therefore, the hotel has to provide training and development opportunities for employees to improve their job performance.

According to the result, training delivery has a significant and positive effect on employee performance at 5% level and it has a positive relationship with the employee performance. It means that the amount of employee performance will be increased by improving in training delivery when all other variables are constant. Therefore, the hotel has to provide opportunities to develop the potential of employees and to grow their career.

The analysis reveals that both training design and delivery positively affect on employee performance at Sky Star Hotel, as shown through multiple regression analysis. Training design aims to provide employees with theoretical knowledge, practical skills, and the right mindset for their roles. Various techniques, including lectures, group discussions, and role plays, are customized for different training programs, ensuring a dynamic learning experience. Training delivery focuses on creativity and innovation, going beyond traditional methods to foster a transformative mindset among employees. Supervisors and managers play a crucial role in facilitating this training, acknowledging its significance in shaping the workforce. The training process follows a structured approach, starting with needs assessment and employing diverse delivery methods to cater to different learning styles. Sky Star Hotel's training initiatives prioritize both knowledge acquisition and attitude development, with the goal of enhancing performance and supporting career growth.

### **4.3 Analysis of the Moderating Effect of Motivation and Job-related Factors on the Relationship between Training and Development and Employee Performance**

The moderating effect of motivation and job-related factors on the relationship between training and development (training method, training design and training delivery) and employee performance, linear regression analysis is applied in the analysis. In this analysis, there are 4 variables are used to measure the employee performance.

#### **4.3.1 Analysis on the Moderating Effect of Motivation on the Relationship between Training and Development and Employee Performance**

Firstly, the moderating effect of motivation on the relationship between training and development (training method, training design and training delivery) and employee performance is analyzed and the result is presented in Table (4.8). The two models are compared and interpreted based on the finding of regression.

**Table (4.8) The Moderating Effect of Motivation on the Relationship between Training and Development and Employee Performance**

Variables	Model 1				Model 2			
	B	SE	Beta	Sig.	B	SE	Beta	Sig.
(Constant)	.721	.285		.013	.673	.710		.346
Training Methods	.032	.121	.034	.793	.726	.865	.770	.404
Training Deign	.248*	.130	.267	.060	.793	.793	.855	.320
Training Delivery	.064	.124	.063	.607	-1.265	.789	-1.248	.114
Motivation	.517***	.132	.484	.000	.588**	.283	.550	.041
TMM*MM					.204	.251	-1.212	.419
TDM*MM					-.170	.233	-1.014	.469
TDLM*MM					.383*	.225	2.194	.092
R	.783				.792			
R Square	.613				.628			
Adjusted R Square	.592				.592			
R Square Change	.613				.015			
F Value	29.692***				17.363***			
Sig.	.000				.000			

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Model (1) shows that the value of R, 0.783 suggests a connection between the independent variables (without interaction) and employee performance. The overall model is important at the 1% level. An adjusted R square value of 0.592 means 59.2% of the variation in employee performance is explained by the independent variables (without interaction).

In model (2), it sees how the moderating variable of motivation influences the relationship between independent variables and employee performance. The value of R 0.792 shows a connection between the independent variables (with interaction) and employee performance. The overall model is significant at the 1% level. R square and adjusted R square is at 62.8% and 59.2%, respectively. This means the model can explain 59.2% of the variance in employee performance using independent variables (with interaction). It's evident that there's no moderating effect of motivation between independent variables (training methods, training design) and employee performance. Training delivery might play more of a facilitating role than a moderating one in the relationship between these variables and employee performance.

. Employee motivation serves as a significant moderator in the effectiveness of training delivery. When employees are highly motivated, the impact on training delivery is profound. Firstly, motivated employees perceive the relevance of training topics to hotel management, enhancing their engagement and understanding. They find the information presented in lectures clear and easily digestible, facilitating their learning process. Additionally, motivated employees appreciate user-friendly online platforms for remote learning, making it convenient for them to access and absorb training materials.

They benefit from e-learning modules that effectively teach practical hotel management skills, enabling them to apply these skills in their job roles. Furthermore, motivated employees find case studies invaluable for understanding real-world challenges in hotel management, enhancing their problem-solving abilities. With heightened motivation, employees take personal responsibility for their job outcomes and understand how their efforts contribute to organizational goals. This increased sense of empowerment and passion leads to improved training delivery and ultimately, better performance in hotel management roles.

#### **4.3.2 Analysis on the Moderating Effect of Job-related Factors on the relationship between Training and Development and Employee performance**

Secondly, the moderating effect of job-related factors on the relationship between training and development (training method, training design and training delivery) and employee performance is analyzed and the result is presented in Table (4.9). The two models are compared and interpreted based on the finding of regression and descriptive.

**Table (4.9) The Moderating Effect of Job-related Factors on the Relationship between Training and Development and Employee performance**

Variables	Model 1				Model 2			
	B	SE	Beta	Sig.	B	SE	Beta	Sig.
(Constant)	.600	.229		.011	.806	.611		.191
Training Methods	-.048	.099	-.051	.629	-.915	.613	-.969	.140
Training Deign	.174	.105	.187	.104	.167	.534	.180	.755
Training Delivery	.165*	.090	.163	.071	.957*	.541	.944	.081
Job-related Factors	.583***	.075	.644	.000	.556***	.187	.615	.004
TMM*JFM					.232	.165	1.527	.162
TDM*JFM					-.001	.149	-.007	.994
TDLM*JFM					-.219	.148	-1.340	.144
R	.862				.868			
R Square	.743				.753			
Adjusted R Square	.729				.729			
R Square Change	.743				.010			
F Value	54.206***				31.344***			
Sig.	.000				.000			

Source: Survey Data (2024)

Note: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

Model (1) suggests that the R value of 0.862 shows a link between the independent variables (without interaction) and employee performance. The entire model is important at the 1% level. An adjusted R square of 0.743 means that 74.3% of the differences in employee performance are clarified by independent variables (without interaction). The results indicate that job-related factors and training delivery positively influence employee performance.

Model (2) examines how job-related factors moderate the relationship between independent variables and employee performance. With an R value of 0.868, there's a



clear connection between the independent variables (with interaction) and employee performance. The overall model is significant at the 1% level. Both R square and adjusted R square are at 75.3% and 72.9%, respectively. This means that 72.9% of the variance in employee performance is explained by independent variables (with interaction). Interestingly, there's no moderating effect of job-related factors between independent variables and employee performance. This means that trainers might not need to consider job-related factors when planning training, as they might have less impact on employee performance when considered alongside other factors.

Job-related factors do not moderate the effect of training and development. Job-related factors, such as confidence in task completion, work environment satisfaction, and career growth opportunities, do not moderate the effects of training and development methods, design, or delivery. The effectiveness of training remains unchanged by job-related factors, irrespective of the training method employed or the design, which includes clear objectives and engaging materials. Similarly, effective training delivery, whether through lectures, demonstrations, or discussions, remains consistent in its effectiveness despite variations in job-related factors. While job satisfaction and career prospects are vital for employee motivation and retention, they do not directly influence the efficacy of training programs. Instead, the focus remains on the quality of training content, its alignment with objectives, and the engagement of participants, irrespective of their job-related circumstances.

## **CHAPTER 5**

### **CONCLUSION**

This chapter includes an analysis of the results and a discussion of their implications, along with suggestions and recommendations based on the analysis of the effect of training and development on employee performance. It also discusses the study's limitation and needs for further research

#### **5.1 Findings and Discussions**

This study is intended to identify the training and development of Sky Star hotel and then to find out the effect of the training and development towards employee performance of Sky Star hotel. The data were collected from 80 out of 100 officers of the Sky Star Hotel by using structured questionnaire.

According to the result of demographic characteristics, most of the people who answered the survey from Sky Star are male in related positions, with a higher ratio of male compared to female. Thus, male make up a bigger part of Sky Star hotel than female. As for age, mostly young people responded, and many have a bachelor's degree. When it comes to how long they have worked at the company, most have been there for more than six years. Employees seem satisfied with their jobs and are staying with the company. Also, many employees have attended training programs, and Sky Star Hotel offers good training opportunities for them.

According to analysis, employees are particularly satisfied with the training delivery, as indicated by the highest mean score. The training team at Sky Star Hotel provides necessary resources and fosters a conducive learning environment, including tele-training, video conferencing, and internet-based training. The analysis highlights an area for enhancement in the training design aspect. It suggests that implementing more effective e-learning modules could be beneficial. These modules would serve to improve management skills among employees and better facilitate the application of newly acquired knowledge in practical work settings.

Multiple regression analysis demonstrates the positive and significant effect of both training design and delivery on employee performance. The active involvement of

trainers in designing and delivering high-quality training directly addresses employee needs, providing them with opportunities to enhance their skills and contribute meaningfully to the organization. Motivation emerges as a significant moderator in the relationship between training delivery and employee performance. Highly motivated employees exhibit deeper engagement with training materials, better understanding of concepts, and a stronger application of acquired skills in their roles, leading to improved performance in hotel management.

Job-related factors do not moderate the relationship between training and development and employee performance. Regardless of job-related circumstances, the effectiveness of training methods and delivery remains consistent. While job satisfaction and career prospects influence motivation and retention, they do not directly affect training program efficacy. The focus remains on the quality of training content, its alignment with objectives, and participant engagement, irrespective of job-related circumstances.

## **5.2 Suggestions and Recommendations**

The study emphasizes the importance of tailoring training modules to align with the unique characteristics and preferences of different age groups within the organization. With a predominant presence of young employees, Sky Star Hotel should consider incorporating more interactive and technology-driven learning methods into its training programs. This approach caters to the digital fluency and learning styles of younger cohorts, thereby enhancing engagement and knowledge retention among participants.

There is a significant opportunity to enhance the design of training initiatives, particularly through the integration of cutting-edge e-learning modules. Although employees express overall satisfaction with the delivery of training, there remains untapped potential to optimize the effectiveness of learning experiences. Investing in advanced e-learning technologies and curriculum development empowers employees to acquire and apply essential management skills more proficiently in their respective roles.

Motivation plays a crucial role in maximizing the effect of training and development on employee performance. Sky Star Hotel can foster a motivational ecosystem by cultivating a culture of continuous learning and development. By incentivizing participation in training activities and providing recognition for

achievements, the hotel inspires greater enthusiasm and commitment among employees, thereby enhancing the transfer of learning to real-world contexts.

Furthermore, the study underscores the importance of maintaining consistent training quality across diverse job roles within the organization. While job-related factors do not appear to moderate the relationship between training and employee performance, it is imperative for Sky Star Hotel to uphold rigorous standards of excellence in training delivery. Ensuring alignment between training content and organizational objectives, as well as fostering high levels of participant engagement, optimizes the efficacy of training initiatives across all functional areas.

A key imperative for Sky Star Hotel is to establish a robust system for continuous evaluation and improvement of training programs. Instituting regular feedback mechanisms and performance metrics allows the hotel to gain valuable insights into the effectiveness of training interventions and identify areas for enhancement. Moreover, ongoing evaluation enables Sky Star Hotel to adapt its training strategies in response to evolving organizational needs and industry trends, ensuring the long-term relevance and impact of its learning initiatives.

Therefore, improving these strategic recommendations enables Sky Star Hotel to elevate its training and development initiatives to new heights of effectiveness and relevance. By fostering a diverse and inclusive learning environment, leveraging innovative e-learning technologies, and prioritizing employee motivation and engagement, the hotel unlocks the full potential of its workforce and drives sustained performance excellence. Through a commitment to continuous evaluation and improvement, Sky Star Hotel ensures that its training programs remain at the forefront of industry best practices, ultimately positioning the organization for long-term success and competitiveness in the dynamic hospitality landscape.

### **5.3 Needs for Further Research**

This study only focuses on training and development (training methods, training design and training delivery), motivation and job-related factors in Sky Star Hotel. This study has some limitations. One of the limitations of this study is that the survey is done only Sky Star Hotel and it does not represent the results of other hotels. The result of this

study may not be generalized to hotel or another sector because they come from a sample of specific context. Therefore, further studies can be conducted in other sectors.

Furthermore, this study focuses on the effect of training and development on employee performance. In further studies, it can focus on the effect of training and development on other factors such as employee motivation, job-related factors, and so on. This study only focuses on three dimensions of training and development and further studies can be focused on other training and development practices. In this study, data are collected by using questionnaires approach. In order to represent more comprehensiveness, questionnaires approach or the adoption of both qualitative and quantitative approach shall be considered in further research. Additionally, this research does not comprehensively cover training and development in other industries in Myanmar. Further investigations should focus on different tourism industries.

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# APPENDIX A

## QUESTIONNAIRE

Questionnaire survey on “The Effect of Training and Development on Employee Performance”

### **PART- A: Demographic Questions**

Answer all the questions by ticking (√) in the boxes in the provided space.

1. What is your gender?

Female

Male

2. What is your marital status?

Single

Married

3. What is your age?

≤ 25 years

26 to 35

36 to 45

46 to 55

Above 55 years

4. What is your level of education?

High School

Undergraduate

Bachelor

Master

Other

5. How long have you worked in the current hotel?

Under 1 year

1-3 years

4-6 years

Above 6 years

6. What is your current position?

General Level

Assistant level

Supervisor level

Manager level

Above manager level

7. How many times have you attended the trainings in the last 12 months? at work?

One time

One to three times

Three to five times

Above five times

## **PART- B: Training and Development**

Please state your level of agreement with the following statements about the training and development of your current hotel.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

### **1. Training Methods**

<b>Training Methods</b>	SDA=1	DA=2	N=3	A=4	SA=5
1) The hotel use off-the –job training method to train employees.					
2) The hotel use on-the –job training method to train employees.					
3) Lecture is method of delivery mode at the training I have attended.					
4) Demonstration is method of delivery mode at the training I have attended.					
5) Discussion is method of delivery mode at the training you have attended.					

### **2. Training Design**

<b>Training Design</b>	SDA=1	DA=2	N=3	A=4	SA=5
1) Validity of training objectives is able to link the training needs and training which is to be delivered.					
2) Training objectives is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected of trainees					
3) Training objectives clarify for trainers and trainees precisely what their goals are in training					
4) The training materials were easy to follow and understand.					
5) The training sessions were engaging and held my interest.					

### 3. Training Delivery

<b>Training Delivery</b>	SDA=1	DA=2	N=3	A=4	SA=5
1) I found the topics discussed in the training sessions relevant to hotel management.					
2) The information presented in lectures was clear and easy to understand.					
3) The online platforms used for remote learning were user-friendly.					
4) E-learning modules effectively taught practical hotel management skills.					
5) Case studies helped me understand real-world hotel management challenges.					

### PART- C: Motivation

Please state your level of agreement with the following statements about employee motivation of your current hotel.

- 1 = Strongly Disagree      2 = Disagree      3 = Neither Agree nor Disagree  
 4 = Agree      5 = Strongly Agree

<b>Employee Motivation</b>	SDA=1	DA=2	N=3	A=4	SA=5
1) After undergoing staff training, I now can work on important tasks					
2) I now take personal responsibility for my job outcomes after being trained.					
3) After attending trainings funded by the organization, I can now understand how my efforts contribute to the organizational goals.					
4) Training has empowered me to carry out my dues without any difficulty					
5) I now find my work more interesting and passionate after being trained by Sky Star Hotel.					



**PART- D: Job-related Factors**

Please state your level of agreement with the following statements about job-related factors of our current hotel.

- 1 = Strongly Disagree      2 = Disagree      3 = Neither Agree nor Disagree  
4 = Agree      5 = Strongly Agree

<b>Job-related Factors</b>	SDA=1	DA=2	N=3	A=4	SA=5
1) I feel confident in my ability to complete tasks efficiently.					
2) My work environment contributes positively to my overall job satisfaction.					
3) I can see myself continuing to work for this hotel in the long term.					
4) I believe my efforts are recognized and appreciated.					
5) Opportunities for career growth and advancement are available.					

### **PART- E: Employee Performance**

Please state your level of agreement with the following statements about employee performance of our current hotel.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

<b>Employee Performance</b>	<b>SDA=1</b>	<b>DA=2</b>	<b>N=3</b>	<b>A=4</b>	<b>SA=5</b>
1) The organization's development programs can help me to enhance high quality of service.					
2) I effectively perform tasks that are expected of me.					
3) I always complete projects and works in time.					
4) The training and development programs developed my skills, knowledge and improve my efficiency.					
5) Training programs can make employees' performance improve and develop the potential to handle future challenges.					
6) I am willing to take new tasks that are assigned to me.					
7) I am capable of handling my assignments without much supervision.					
8) Training Programs effect better customer relation.					

**APPENDIX B**  
**STATISTICAL OUTPUT**

**Linear Regression Analysis Result for effect of Training and Development on Employee Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.731 <sup>a</sup>	.534	.516	.47472	.534	29.046	3	76	.000	1.844

a. Predictors: (Constant), TDLM, TMM, TDM

b. Dependent Variable: EPM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.638	3	6.546	29.046	.000 <sup>b</sup>
	Residual	17.128	76	.225		
	Total	36.765	79			

a. Dependent Variable: EPM

b. Predictors: (Constant), TDLM, TMM, TDM

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.061	.296		3.588	.001		
	TMM	.081	.131	.086	.621	.537	.319	3.137
	TDM	.388	.136	.418	2.852	.006	.285	3.509
	TDLM	.293	.119	.289	2.467	.016	.446	2.240

a. Dependent Variable: EPM

**Linear Regression Analysis Result for moderating effect of motivation on the relationship between Training and Development and Employee Performance**

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.783 <sup>a</sup>	.613	.592	.43559	.613	29.692	4	75	.000	
2	.792 <sup>b</sup>	.628	.592	.43584	.015	.971	3	72	.411	1.900

a. Predictors: (Constant), MM, TMM, TDLM, TDM

b. Predictors: (Constant), MM, TMM, TDLM, TDM, TDLMXMM, TDMXMM, TMMXMM

c. Dependent Variable: EPM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.535	4	5.634	29.692	.000 <sup>b</sup>
	Residual	14.230	75	.190		
	Total	36.765	79			
2	Regression	23.088	7	3.298	17.363	.000 <sup>c</sup>
	Residual	13.677	72	.190		
	Total	36.765	79			

a. Dependent Variable: EPM

b. Predictors: (Constant), MM, TMM, TDLM, TDM

c. Predictors: (Constant), MM, TMM, TDLM, TDM, TDLMXMM, TDMXMM, TMMXMM

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.721	.285		2.531	.013		
TMM	.032	.121	.034	.264	.793	.315	3.171
TDM	.248	.130	.267	1.908	.060	.263	3.798
TDLM	.064	.124	.063	.516	.607	.346	2.888
MM	.517	.132	.484	3.908	.000	.337	2.971
2 (Constant)	.673	.710		.948	.346		
TMM	.726	.865	.770	.840	.404	.006	162.428
TDM	.793	.793	.855	1.000	.320	.007	141.254
TDLM	-1.265	.789	-1.248	-1.602	.114	.009	117.537
MM	.588	.283	.550	2.080	.041	.074	13.525
TMMXMM	-.204	.251	-1.212	-.813	.419	.002	430.229
TDMXMM	-.170	.233	-1.014	-.728	.469	.003	375.236
TDLMXMM	.383	.225	2.194	1.705	.092	.003	320.363

a. Dependent Variable: EPM

**Linear Regression Analysis Result for moderating effect of job-related factors on the relationship between Training and Development and Employee Performance**

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.862 <sup>a</sup>	.743	.729	.35494	.743	54.206	4	75	.000	
2	.868 <sup>b</sup>	.753	.729	.35519	.010	.964	3	72	.414	2.097

a. Predictors: (Constant), JFM, TDLM, TMM, TDM

b. Predictors: (Constant), JFM, TDLM, TMM, TDM, TDLMXJFM, TDMXJFM, TMMXJFM

c. Dependent Variable: EPM

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.316	4	6.829	54.206	.000 <sup>b</sup>
	Residual	9.449	75	.126		
	Total	36.765	79			
2	Regression	27.681	7	3.954	31.344	.000 <sup>c</sup>
	Residual	9.084	72	.126		
	Total	36.765	79			

a. Dependent Variable: EPM

b. Predictors: (Constant), JFM, TDLM, TMM, TDM

c. Predictors: (Constant), JFM, TDLM, TMM, TDM, TDLMXJFM, TDMXJFM, TMMXJFM

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.600	.229		2.622	.011		
	TMM	-.048	.099	-.051	-.485	.629	.310	3.227
	TDM	.174	.105	.187	1.647	.104	.266	3.764
	TDLM	.165	.090	.163	1.830	.071	.432	2.316
	JFM	.583	.075	.644	7.807	.000	.504	1.985
2	(Constant)	.806	.611		1.320	.191		
	TMM	-.915	.613	-.969	-1.491	.140	.008	123.122
	TDM	.167	.534	.180	.314	.755	.010	96.438
	TDLM	.957	.541	.944	1.769	.081	.012	83.096
	JFM	.556	.187	.615	2.981	.004	.081	12.387
	TMMXJFM	.232	.165	1.527	1.412	.162	.003	341.079
	TDMXJFM	-.001	.149	-.007	-.007	.994	.004	280.546
	TDLMXJFM	-.219	.148	-1.340	-1.478	.144	.004	239.363

a. Dependent Variable: EPM