

Impact of Training and Development on Employee Performance on the Hotel Industry in Sri Lanka

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Abstract

Training and development in an organization give an opportunity for the employees to accomplish a certain set of objectives by performing effectively and efficiently. These are programs used to enhance the skills, knowledge, attitude, and competencies of the employees. It is crucial for an organization to know the importance of training and development. The organization should also be able to identify if and when an employee requires these programs. A highly trained and developed employee becomes an asset to the organization as they have the ability to improve the overall performance and assist in the success of the organization.

This research aims to identify the relationship between training, development, and performance. This is done by incorporating the deductive and quantitative research approaches. With assistance from primary and secondary data.

The random sampling technique was used to select the participants for this research. 63 responses were received, and these responses were analyzed through SPSS. The findings from this analysis reveal that the participants believe that training and development is the key to a high-performing organization. The findings also confirm the hypothesis of the study. These were validated by conducting the Correlation analysis and Regressing analysis on SPSS.

Key Words:

Training, development, human resource, performance.

1. Introduction

The hospitality industry is a service-oriented sector that requires employees to have close interactions with the customers (Khalaf, Morsy, Ahmed, and Ali, 2016). Certain aspects like evolutions in digital media, technology, economic, and political factors have a significant impact on the hotel industry. As customers have the opportunity to publish their experience online (Facebook, Google, etc.), which can be accessed by anyone globally, results in a positive or negative image for the organization (Khalaf, et al. 2016). Thus, the requirement for well-trained and developed staff is necessary as it improves performance and customer satisfaction which will provide a competitive advantage for the organization in its relevant industry (Salah, 2016).

This chapter will identify the aims, objectives, provide the hypothesis and research questions related to this research, and the research gap. The definitions of the independent and dependent variables will be discussed in the literature review chapter.

1.1 Aims

The research aims are to critically analyze training, development, and performance with academic support, identify the benefits and drawbacks of training, development, and performance, and the relationship between the independent and dependent variables.

1.2 Objectives

- To examine the impact training on employee performance.
- To examine the impact of development on employee performance.

- To identify the relationship between training and employee performance.
- To identify the relationship between development and employee performance.
- To provide the benefits and drawbacks of training, development, and employee performance.
- To provide recommendations based on the findings.

1.3 Research Question

- RQ1: What is the relationship and impact between staff training and performance?
- RQ2: What is the relationship and impact between staff development and performance?

1.4 Hypothesis

- H₁: Staff training and employee performance has a relationship.
- H₂: Staff development and employee performance has a relationship.

1.5 Research Gap

Several researches have been conducted to identify the relationship between training, development, and performance. But there are gaps in this topic when looking at the hospitality industry in particular. As each hotel has different objectives, practices, and training and development techniques used to achieve an overall competitive advantage (Malonza and Walaba, 2016).

This research with the assistance of the relevant literature will analyze training and development's impact on performance at a hotel in Sri Lanka. Thus, providing an opportunity to suggest recommendations for the hotel to enhance their employee's abilities.

2. Literature Review

2.1 Introduction

The hospitality industry is one of the biggest revenues generating industry for an economy, as tourism rates increase every year (Batinic, 2016). This industry is service-oriented and focuses on satisfying customer needs with the uttermost quality of service (Nieves and Quintana, 2016). As a result, Human Resource Management (HRM) has a major role as the department is responsible to recruit the right employee for the right role and to ensure that all employees are satisfied (Sheeba and Christopher, 2020). Hence a satisfied and well-performing employee can improve an organization's overall performance as well as provide an opportunity for competitive market advantage.

From recruiting till ensuring employee satisfaction HRM has a major role in the success of any organization (Sheeba and Christopher, 2020). The functions of the HRM include selecting and recruiting employees, training, and developing their competencies, ensuring employee's objectives are met through performance management and performance appraisal, providing rewards and benefits, and ensuring employees are motivated and satisfied (Sheeba and Christopher, 2020).

Training and development not only improve an employee's performance but also improves the performance of the organization hence providing success to the organization (Younas, Farooq, Khalil-Ur-Rehman, and Zreen, 2018). Training and development lead to employees learning new competencies, having a positive workplace attitude, increase motivation and productivity, job satisfaction, internal promotions, increment, and career advancement opportunities (Salah, 2016).

Among all of these functions training and development is one of the most important function of HRM.

2.2 Training

Training plays an exceptional part in an organization's success. As defined by Ampomah (2016) training is conducted by employers/management to enhance the employee's skills, abilities, and knowledge to perform a particular task that will achieve the organization's goals. In the view of Kassim and Ndegwa (2017) training can be explained as a

systematic process objectified to reinforce employee’s behavior, knowledge, and skills in line with achieving the organization’s goals.

Based on past research training programs have the ability to guide employees to perform a particular task assigned to them by enhancing their knowledge and skills but this can only be achieved if the organization and the employee are able to acknowledge the importance of these programs (Adesola, 2017).

2.2.1 Benefits and Drawbacks of Training

Training is beneficial for the organization as it improves employee’s competence, knowledge, motivation, performance, personality, and behavior, which will ultimately provide better management with employees who are satisfied with their job and are not frustrated and anxious (Adesola, 2017). A well-trained staff will prevent wastage of time, money, and resources (Said et al., 2016). Hence, there will be an improvement in the organization's final output, an increase in profitability, reduction of expenses, minimization of risk, competitive market advantage, and low employee turnover rate (Salah, 2016).

Even though training programs are extremely beneficial for the employee there are few drawbacks as well:

- Training is only effective if it is directly linked to an employee’s task and only if the employees are willing to accept the knowledge and skills gained through these training programs and implement it into their day-to-day activities (Cobblah and van der Walt, 2016).
- Involvement and the support of supervisors during and after the training programs are important because the employee might resist implementing the training if they feel that their relevant supervisors are not supportive (Adesola, 2017).
- Other drawbacks an employee might encounter are difficulties in attending training programs due to location, heavy workload, and inadequate cash to pay for the training (Cobblah and van der Walt, 2016).

2.2.2 Training Steps

Based on past literature, training is a systematic approach that needs to be followed step by step in order to achieve success. The diagram below shows the process and the purpose of each step.

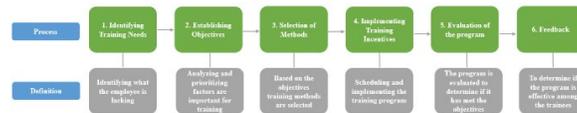


Figure 1: Training Steps

(Adesola, 2017)

2.2.3 Methods of Training

The most common training methods used in organizations are on-the-job training and off-the-job training.

Comparison Basis	On-the-Job Training	Off-the-Job Training
Meaning	A form of training where the employee learns while they work.	A form of training provided away from the workplace. It is a learning-based method.
Approach	Practical	Theoretical
Active Participation	Yes	No
Location	At workplace	Outside workplace
Principle	Learning by performing	Learning by acquiring knowledge
Work Disruption	No, because trainees produce the products during learning.	Yes, because training is first provided and then later followed by performance.
Conducted by	Experienced employees	Professionals or experts
Cost	Inexpensive	Expensive
Methods	Coaching, mentoring, job rotation, instruction, and internship	Vestibule training, simulation exercise, classroom lectures, case studies, and programmed instruction.

Table 1

Source: (Enga, 2017), (Basariya and Vasanthi.S, 2019), (Bhatia, 2017)

2.3 Development

As important as training is for an organization's success, staff development also plays a key role. Hazra, Ghosh and Sengupta (2017) defines development as a coordinated process used to develop an employee's capabilities to be effective and efficient. Development as explained by Salah (2016), focuses on providing knowledge and improving an employee's attitude and behavior rather than focusing on advancing their skills.

Development is a planned process that assists an employee's future growth by enhancing their knowledge and attitude (Khan and Abdullah, 2019). Development assists with an employee's long-term growth to accomplish and achieve future responsibilities (Rodriguez and Walters, 2017). Development focuses on utilizing an employee's capabilities to the maximum (Hazra, Ghosh, and Sengupta, 2017). Conducting development programs in an organization can make an employee satisfied and motivated in their work hence resulting in less employee turnover (Adesola, 2017).

Development programs can boost the performance of an organization as these programs have the ability to enhance employee's learning ability, skills, attitude, behavior, provide an understanding of the culture and policies within the organization, hence providing a better workforce for the organization and competitive advantage in the market (Younas, Farooq, Khalil-Ur-Rehman and Zreen, 2018). These programs will also indicate that the organization cares about its employees and wants to assist them to develop their skills to have better job opportunities (Adesola, 2017). If an organization is unwilling to provide the necessary support required by an employee for development, the cost, time, and effort put into these development programs will be unsuccessful (Cobblah and van der Walt, 2016).

Development programs can be used to address issues within a specific department or the overall organization (Ampomah, 2016). These programs will find relevant solutions that can boost the performance of the employees to work effectively. On the other hand, development programs can be conducted not only when there is an issue but merely to enhance relationships between departments and to maximize an employee's full potential (Ampomah, 2016).

(Cobblah and van der Walt, 2016) argues that employee development programs alone do not have a significant impact on performance. But with supportive motivational factors such as increment, promotions, bonuses, etc. development will have an impact on the performance.

2.4 Performance

The success or failure of an organization depends on how an employee performs. Performance can be defined as the achievement of a specific task or goal based on pre-established standards of efficiency, cost, quality, accuracy, and completeness (Khalaf, et. al, 2016). A well-performing employee has the ability to increase the organization's profits, improve sales and market share, employee commitment and loyalty to the organization, and customer satisfaction (Adesola, 2017). Thus, the organization should always be able to identify if the employee is experienced and has the ability to accomplish the task, balance their home and work life, manage stress, have a proper understanding among other employees, and if they can understand the set of objectives assigned to them (Adesola, 2017).

Performance as defined by Rodriguez and Walters (2017) is the achievement of a goal or objective in line with cost, accuracy, quality, completeness, and efficiency. An organization can perform well if its employees are performing well.

Efficiency and effectiveness are two major elements of performance, and these can be achieved through training and development programs as these programs ensure that employees have the right knowledge, skills, and motivation to accomplish the overall objective thus improving the performance of the organization (Salah, 2016).

Employees who have a high performance tend to be motivated and satisfied with their jobs resulting in a committed and loyal workforce for the organization. High employee performance also increases the employee's productivity as well as the quality of their work. As a result, there will be a positive impact on an organization's performance as well as sales, profit, and market share and size (Adesola, 2017).

Certain employee and organizational related factors can have an impact on performance. These include support from the management/supervisors during and after the training and development programs, the organizational environment, employee's skills, experience and competencies, ability for the employee to balance their work and home life, employee commitment level, their adaptability, and attitude (Diamantidis and Chatzoglou, 2019). An organization can be successful only if these factors are not present to preclude the success of a well-performing organization.

2.4.1 Performance Management

Performance management ensures that each employee's competencies and goals are aligned with the organization's overall objectives (Enga, 2017). As stated by (Adesola, 2017) performance management is a process of communication between the management and the employee to identify goals, set objectives, identify training and development needs, monitor, provide specific feedback to improve performance, and review the results of the employee to provide necessary rewards.

Performance Management is a systematic process implemented by an organization to optimize an employee's performance by having an understanding of what and how the organization's objectives are to be achieved (Buchner, 2007).

Some of the key functions of performance management are developing performance plans for the job, create a comfortable environment for the employee, development plans for the betterment of the employee and organization, and design a reward system (Adesola, 2017).

2.4.2 Benefits of Performance Management

As stated by Schleicher et al., (2018) some of the benefits of performance management include: clear communication between the employer and the employee on how to successfully achieve an organization's objectives. Employees tend to feel confident, committed, and motivated due to continuous support and feedback. Performance management assists the management/employer to identify each employee's training and development requirements.

2.4.3 Challenges of Performance Management

As stated by (Suri and Mohsin, 2020) some of the challenges of performance management are as follows: performance management can only be successful if the organization has a well-planned organizational culture where the company's policies, values, and traditions are clearly outlined for the employee's to successfully achieve the objectives. The HR department should be able to provide the necessary training and development programs for the employee after their performance review. Proper incentives and rewards should be given to the employee based on their performance. Failure to accomplish any of these challenges can result in a demotivated and unsatisfied workforce.

2.5 Theoretical Framework

2.5.1 Human Capital Theory

Employees are one of the most crucial assets for an organization's success. Only a well-performing employee has the ability for the organization to gain profits and achieve a competitive advantage in the relevant industry (Sheeba and Christopher, 2020). As a result, investing in an employee is highly necessary as it assists the employees to acquire the necessary education, training, and development needed to accomplish their task (Wright and Constantin, 2020).

Human capital can be defined as the knowledge, skills, and attitudes obtained by an employee to accomplish a particular objective (Wright and Constantin, 2020). Based on the human capital theory an investment in training and development provides an opportunity for the employee and organization to perform well (Salah, 2016).

2.5.2 Social Learning Theory

Albert Bandura's Social Learning Theory states that training and development programs are conducted to assist an employee to do a particular task or improve them for a prospective opportunity and that certain elements in an organization cannot be taught, such as how employees behave and how they handle a situation (Ismail, Abdul-Majid and Musibau, 2017). As a result, there is a possibility for the training and development programs conducted to not be effective as the employee might hesitate to implement these training and development due to a lack of understanding of how the organization's environment is. These social elements as per the theory can only be learned by observing, imitating, and modeling other employees in an event or scenario (Ismail, Abdul-Majid, and Musibau, 2017).

Hence for a successful organization, the employee should have the willingness to not only learn from the training and development programs conducted but also by observing the work surrounding and try to interpret it to their day-to-day activities.

2.5.3 Two Factor Theory

Herzberg's two-factor theory states that employee satisfaction is the key to achieving the best performing employees. To satisfy the employees the organization must recognize and reward them based on performance management. If these satisfaction factors are excluded in an organization, it will result in a poor performing workforce causing a negative impact on the organization (Siriwardena, 2019).

The organization also should continuously have training and development opportunities based on the Two Factor Theory for the employees to work efficiently and effectively. These programs should be well planned to resolve performance-related issues (Siriwardena, 2019).

2.6 Training, Development, and Performance Relationship

Training and development have a positive association not only with the employee's performance but also on the organization's performance (Aboyassin and Sultan, 2017). Training programs enhance an employee's competencies, attitude, and knowledge need for a particular task (Aboyassin and Sultan, 2017). While development focuses on improving an employee for their future success by developing their knowledge and skills (Mohd Said et al., 2016). As a result of the training and development programs conducted in an organization, employees tend to get motivated, satisfied and stay committed to their work. Therefore, it increases their productivity and quality of the work resulting in a well-performing organization (Mohd Said et al., 2016).

3. Methodology

3.1 Research Strategy

This research is based on the deductive approach. The deductive approach as stated by Woiceshyn and Daellenbach (2018) is the testing of a hypothesis developed based on past literature with the support of a suitable research strategy. To support this research the quantitative research approach also known as the positivism research paradigm was used with the assistance of, primary data (i.e., questionnaire) and secondary data (i.e., journals). These methods are generalizable and replicable. Quantitative research produces numerical data, and the positivism research paradigm depends on quantifiable observations which therefore is analyzed through statistical software.

A two-part online survey was sent to the employees; part one identified the demographic data and part two consisted of questions related to the relationship between training, development, and performance. A Likert scale of 5 was used to establish whether the employees strongly disagree (1) or strongly agree (5) with these questions.

3.2 Sampling

The population was selected by simple random sampling where the survey was passed to the HR department which was then passed around to random employees at the hotel. Random sampling is a simple technique that gives equal opportunities for the employee as it is unbiased (Taherdoost, 2016). A total of 63 responses were received for the purpose of this research.

3.3 Analysis

To analyze the primary data gathered SPSS v21 was used. The analysis includes frequency tables, descriptive statistics, correlation, reliability test, regression analysis, hypothesis testing, and validity. The Results and Analysis chapter will discuss these in detail.

3.4 Limitations

The limitations of the study include the following: Lack of previous study on training and development's impact on performance specific to the hospitality industry. Difficulties in accessing the sample population. Difficulty getting approval to conduct the survey. Delays in responses.

3.5 Ethics

Permission from the organization and relevant departments had to be obtained via emails and relevant ethics form had to be shared with the sample population before the survey was conducted to ensure that all data gathered are confidential and no personal data such as name would be gathered.

3.6 Conceptual Framework



Figure 2

Source: Author (2020) based on past literature

3.7 Operationalization Table

Indicator	Item	Variable	Source
Training			
New Skills	TRA1	Training helps to develop new skill	(Hazra, Ghosh and Sengupta, 2017)
Internal Promotions	TRA2	Training helps to get internal promotion	(Hazra, Ghosh and Sengupta, 2017)
Frequency	TRA3	I believe the frequency of training provided by my organization has an impact on my job	(Nzeru, Nzimakwe, Mutumbara and Munapo, 2015)
Job Satisfaction	TRA4	Training let you to be satisfied with your job	(Karam, Choudhary, and Latif, 2019)
Development			
Promotion and increment	DEV1	Training and development programs will lead to promotion and increment	(Nzeru, Nzimakwe, Mutumbara and Munapo, 2015)
Career advancement opportunities	DEV2	Training and development will enable me to gain on career advancement opportunities.	(Nzeru, Nzimakwe, Mutumbara and Munapo, 2015)
Succession planning	DEV3	Development promote successful succession planning	(Kim, Cowden and Kareola, 2014)
Positive Attitudes	DEV4	Training and Development brings positive attitude in employees	(Tahir, Yusoffzai, Jan and Hashim, 2014)
Performance			
Training and development	PER1	Training and development programs have helped me improve my work performance	(Nzeru, Nzimakwe, Mutumbara and Munapo, 2015)
Productivity	PER2	Employee training has contributed to higher productivity	(Adesola, 2017)
Competence	PER3	All the various trainings I have received have enhanced my competence at the job	(Adesola, 2017)
Motivation	PER4	Training motivates employees to enhance their performance	(Kim, Cowden and Karodia, 2014)

Table 3

4. Results and Analysis

This chapter only contains the relevant graphs and tables needed to interpret the primary data. The purpose of this study is to identify if training and development programs conducted for the employees of an organization has an impact on performance. This chapter will analyze, interpret, and justify the findings gathered by conducting statistical tests through SPSS. The data used for the statistical test was gathered by distributing a structured online survey to the employee of the hotel this study was conducted on. The employees were chosen by simple random sampling. The data set does not have any missing variables.

4.1 Hypothesis Testing (Hypothesis 01)

One of the objectives and aims of this research was to identify the relationship between training and performance and to identify if training has an impact on performance.

H₁: Staff training has an impact on performance.

RQ1: What is the relationship and impact between staff training and performance?

4.1.1 Discriminant Validity

Wilks' Lambda

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.324	66.579	4	.000

Table 4

According to Wilks' Lambda (Table 4) there is a significant relationship between training and performance due to the significance (p) value being less than 0.05.

Log Determinants

Performance	Rank	Log Determinant
Strongly Disagree	1	.118
Disagree	1	-1.269
Neutral	1	-1.999
Agree	1	-1.736
Strongly Agree	1	-2.079
Pooled within-groups	1	-1.743

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Table 5

As indicated by Table 5 it can be established that there is a significant relationship between training and performance as the variables are within a similar range.

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	2.091*	100.0	100.0	.822

a. First 1 canonical discriminant functions were used in the analysis.

Table 6

According to Table 6 the eigenvalue is 2.091 which indicates that there is a low discriminant validity. As a result, it can be stated that due to a low discriminant validity there is a relation between the variables.

4.1.2 Convergent Validity

		Training	Performance
Training	Pearson Correlation	1	.790**
	Sig. (2-tailed)		.000
	N	63	63
Performance	Pearson Correlation	.790**	1
	Sig. (2-tailed)	.000	
	N	63	63

** Correlation is significant at the 0.01 level (2-tailed).

Table 7

According to Pearson's Correlation table 7 in the results chapter, there is a strong positive relationship between training and performance as the value are 0.790.

4.1.3 Construct Validity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.876*	.767	.763	.33831424	.767	201.094	1	61	.000

a. Predictors: (Constant), Training
b. Dependent Variable: Unstandardized Predicted Value

Table 8

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.017	1	23.017	201.094	.000 ^b
	Residual	6.982	61	.114		
	Total	29.998	62			

a. Dependent Variable: Unstandardized Predicted Value
b. Predictors: (Constant), Training

Table 9

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.609	.260		2.343	.022
	Training	.857	.060	.876	14.181	.000

a. Dependent Variable: Unstandardized Predicted Value

Table 10

Table 8 represents the Model summary for the regression analysis. The R Square value in the table indicated that the strength of the relationship between training and performance is 77%.

According to the Anova table (Table 9) it can be stated that the significant value (p) is 0.000 which is less than 0.05. As a result, there is a significance relationship between training and performance.

The Co-efficient table (Table 10) also has a significant value (p) of 0.000 which is less than 0.05. As a result, there is a significance relationship between training and performance.

5.1.1 Conclusion

Based on the validity test conducted it can be proven that Hypothesis 01 is supported as there is a positive relationship between training and performance. This was proven based on the results from the Pearson's Correlation value, which was 0.790 indicating a strong positive relationship, the significant (p) value on the Anova table is 0.000, the r square value in the regression analysis which was 77%, and the significant (p) value on the Co-efficient table which was 0.000.

The findings from this study are consistent with the finding of Nzeru, Nzimakwe, Mutambara, and Munapo, (2015), Karim, Choudhury, and Latif (2019), Siriwardena (2019), and Tahir et al., (2014) who stated that if an organization has well-designed training programs it will have a direct impact not only the performance of the employee but also on the performance of the organization as a whole. The authors also stated that high performance depends on proper trainings. In the findings of Aboyassin and Sultan (2017) and (Khalaf, Morsy, Ahmed and Ali, 2016) also that training has a positive impact on performance and that organization should not ignore training needs required by the employee.

4.2 Hypothesis Testing (Hypothesis 02)

The other objective and aim of this research were to identify if development has an impact on performance and the relationship between the two variables.

H₂: Staff development has an impact on performance.

RQ2: What is the relationship and impact between staff development and performance?

4.2.1 Discriminant Validity

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.234	85.576	4	.000

Table 11

The Wilks' Lambda Table 11 shows a significant relationship between training and performance due to the significance (p) value being less than 0.05 (0.000).

Log Determinants

Performance	Rank	Log Determinant
Strongly Disagree	1	-2.079
Disagree	1	.929
Neutral	1	-2.708
Agree	1	-2.198
Strongly Agree	1	-1.961
Pooled within-groups	1	-1.843

The ranks and natural logarithms of determinants printed are those of the group covariance matrices.

Table 12

As the variables are within a similar range on Table 12: Log Determinants it can be determine that there is a significant relationship between development and performance.

Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	3.265 ^a	100.0	100.0	.875

a. First 1 canonical discriminant functions were used in the analysis.

Table 13

The eigen value on table 13 is 3.265 which indicates that there is a low discriminant validity. As a result, it can be stated that due to a low discriminant validity there is a relation between the variables.

4.2.2 Convergent Validity

		Development	Performance
Development	Pearson Correlation	1	.900 ^{**}
	Sig. (2-tailed)		.000
	N	63	63
Performance	Pearson Correlation	.900 ^{**}	1
	Sig. (2-tailed)	.000	
	N	63	63

** . Correlation is significant at the 0.01 level (2-tailed).

Table 14

The Pearson's Correlation table 14 evidence that development and performance share a strong positive relationship as the correlation value is 0.900.

4.2.3 Construct Validity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.900 ^a	.811	.808	.33818	.811	261.391	1	61	.000

a. Predictors: (Constant), Development

b. Dependent Variable: Performance

Table 15

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.895	1	29.895	261.391	.000 ^b
	Residual	6.976	61	.114		
	Total	36.871	62			

a. Dependent Variable: Performance

b. Predictors: (Constant), Development

Table 16

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.686	.224		3.060	.003
	Development	.874	.054	.900	16.168	.000

a. Dependent Variable: Performance

Table 17

Table 15: Regression Analysis (Model Summary)'s R Square value is 0.811. which represent the strength of the relationship between development and performance ad 81.1%

The Anova table will state if there is a significance relationship or not between independent and dependent. As per the finding the significant value (p) is 0.000 which is less than 0.05 which proves that there is a significance relationship between development and performance. This can be referred to Table 16.

The Co-efficient table (Table 17) also has a significant value (p) of 0.000 which is less than 0.05. As a result, there is a significance relationship between development and performance.

4.3.4 Conclusion

Hypothesis 02 is supported based on the findings from this study. This is proven by conducting the validity test on the study to identify the relationship between development and performance. As the results from the Pearson's Correlation table show a strong positive relationship as the correlation value is 0.900 and the Anova table shows a significant relationship between development and performance as the significant value (p) of 0.000.

As stated by Muiruri, Kahuthia, and Muraguri (2019), development has a positive impact on performance as it provides an opportunity for the employee to understand that the organization wants to assist their growth. This as a result can improve performance as employees tend to get motivated. The findings from these literatures are consistent with the findings for this research. (Kassim and Ndegwa, 2017) found that development's contribution to the success of the organization only if the programs are utilized.

However, Cobblah and van der Walt (2016) contradicts these findings and argues that development programs only can have an impact on performance if motivational factors are succeeding based on the performance.

4.4 Limitations

Some of the limitations for this research include the number of journal articles available for the topic "training and development's impact on performance", especially for the hospitality sector. The responses are all based on the perception of the participants and their attitude while filling the questionnaire. As a result, there is a possibility of errors on the data set. This research was conducted on the Sri Lankan context specific for a 5 Star Hotel in Colombo hence the findings for this study are based, specifically on the hotel. The number of responses received for this study was only 63, which is only 6.3% of the overall employees working at the hotel.

5. Conclusion

One of the most important assets of an organization are its employees. They have the ability to ensure that the overall organization is performing well. Training and development play a major role in ensuring that employees are motivated and satisfied to accomplish their goals effectively and efficiently. An organization should be able to identify training and development needs and resolve it by conducting well-designed training and development programs. This should be followed by providing the employee with rewards and other motivational factors to ensure that they are highly satisfied with their jobs. As stated by (Rodriguez and Walters, 2017) a highly satisfied employee has the ability on ensuring a well-performing organization.

The purpose of this study was to identify the impact and relationship between training, development, and performance. Based on the findings from this research and supporting findings from several past research it can be stated that training and development have a strong positive relationship with performance. These findings support the 2-hypothesis stated in this research; H₁: Staff training has an impact on performance. H₂: Staff development has an impact on performance.

The organization should be able to identify the importance of training and development as its one of the factors that enhances the performance of the organization resulting in high profits, a positive image, and a competitive advantage in the market.

This research is able to fill the gap of training and development's impact on performance especially in the 5-star hotel industry in Sri Lanka.

This study analyzes the primary (online survey conducted by the researcher) and secondary (journal articles published in context to the research topic) data with the assistance of the quantitative research approach. The chapter within this study indicated the relationship with theoretical/academic support as well as statistical support.

Based on the statistical tests conducted to identify the validity of the hypothesis stated, these tests were conducted based on the primary data gathered. It can be determined that training, development, and performance have a positive relationship.

6. Recommendation

As per the findings obtained during the study, there is a strong positive relationship between the independent variables and the dependent variables. As a result, the following recommendations could be suggested:

6.1 Recommendation for The Organization

As an organization welcomes a new employee the management or the relevant supervisor should clearly state the objectives of the employee and the overall objectives and policies of the organization to the recruits. As a result, this can discharge any misunderstanding that could have been formed and provides the employee with the confidence and motivation required to start their job.

Training programs conducted by the organization should not only occur when an employee lacks certain competencies required to accomplish a goal. These programs should be conducted quarterly or annually for all employees to improve their general set of competencies. As a result, this could benefit all employees equally and increase the chances of high performing employees as everyone will have a clear understanding of the overall objectives.

Mixed and diverse methods of training and development programs should be considered to prevent employee boredom due to repetition. Mixed and diverse methods of training and development programs can also provide an opportunity for the employees to learn from various scenarios and apply them to the day to day encountered within the organization or outside.

The supervisor or management should provide regular feedback to an employee. This helps the employee correct their mistakes. As a result, the employee's confidence, motivation, quality of work, and performance to improve.

Rewards and benefits are an important motivational factor in any organization. If an organization fails to reward an employee based on their achievements the employee might get unsatisfied and demotivated. Resulting in a high turnover rate and underperforming staff. Hence the relevant departments or the HR department should be able to identify each employee's success and appreciate it frequently.

6.2 Recommendation for Further Academic Research

This study had only two broad independent variables (training and development). It is suggested that for further academic research an in-depth study is conducted more specific to the variables. For training, on-the-job and off-the-job training could be considered as individual variables.

The study also mentions that development alone does not contribute to improved performance and that there should be motivational factors supporting these development programs. Therefore, it is recommended for further research to analyze deeply how these factors affect development and performance.

This study was based on one hotel. For further research, it can be suggested to analyze how other hotel employees within the same region or star class feel about training and development to get a clear understanding.

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