

## **EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN SELECTED SMALL HOTELS IN NORTH CENTRAL STATES, NIGERIA**

**AAKOO, Gbiodum Baritore**

Department of Business Administration, Nasarawa State University, Keffi

Email: baritore\_aakoo@yahoo.com

Tel: 08037009664, 08186217355

**Dr. Okeke, Clement Ikenna**

Department of Business Administration, Nasarawa State University, Keffi

Email: okekeci@yahoo.com

**Dr. Ohida Ibrahim**

Department of Business Administration, Nasarawa State University, Keffi

Email: ohidaibrahim123@gmail.com

### **Abstract**

*The study examined the effect of training on performance among selected small hotels in North central Nigeria. Survey design was adopted and data were collected using a five-point Likert scale questionnaire from a sample of 383 respondents. The data were coded and analyzed using simple linear regression in SPSS. The study found that training positively and significantly affects productivity while training positively but insignificantly affects employees' engagement among selected hotels. Therefore, the study recommends that small hotels should implement training programmes that help employees perform their jobs better and should seek other methods of committing and engaging employees such as better welfare and motivational packages.*

**Key Words:** Training, employee performance, employee productivity, employee engagement, small hotel.

## INTRODUCTION

The success of any organization in the long-run depends very much on the quality of its human resources. This is especially true in service-oriented industries such as hotels which require continuous improvement in service to meet the escalating expectations of the customers. To this end, organisations need competent personnel. As Asfaw et al (2015), observed the formal educational does not provide specific job hand-on skills for the tailored need of most organisations job requirements. Hence, employees need adequate and relevant training to acquire the desired knowledge, abilities, skills and competences necessary for anticipated substantive effect on organization's growth. Employee performance is critical and often associated with the survival of an organisation. This is so as employees are key to the organisation and the success of every organisation depends on employee performance. Consequently, employee performance affects the organisation's performance. The need for improved employee's performance has encouraged employers to ensure employee's development through training in order to keep them abreast with the demands of the job. Training involves imparting a specific skill, knowledge and attitude to do a particular job.

Training is one of the human resources function aimed at improving skills, capabilities competences of employees in order to enhance both individual and organisational performance. Training leads to human capacity building and consequently improved performance in the organisation. For the individuals, training ultimately leads to improved employees' knowledge of the organisational objectives.

instruction, education, Training has become crucial tool in the business world today, because training leads to increase in productivity for both employees and the organization (Raja, et al., 2011). Training involves a systematic and positive alteration of employees' behaviour, attitude, and development of skills through instruction, education and learned experience if well designed.

Employee training as observed by practitioners and academicians, is important to both the organization as well as its employee performance. To equip employees with the required knowledge, skills and abilities to perform well on the job, demands effective training programs that may also affect employee motivation and commitment. In regards to the above, organizations are motivated to train and develop their employees to the best of their ability in order to improve their overall performance. To prepare employees perform job function as expected, organizations provide different forms of training and development programmes to realize the best of their employee's potential.

Employees are the most important asset of every organization as they can make or unmake a firm's reputation and can affect profitability. Employees who go through proper training and other human capacity development programs tend to keep their jobs longer than those who do not (Roza, 2017). It is very necessary therefore, for a firm to train and provide other human capacity development programs for their employees. For the organization, to improve the performance and capabilities to remain competitive in the world of business. It however, varies how employees training is carried out as to terms of it frequency, scope and quality.

Hotels are an important section of the hospitality industry and a major feature of every settlement. In Nigeria, Nwosu (2016) noted that the pre-independence era did not record much on the concept of commercial provision of accommodation to travelers or strangers, people generally lived and worked in communities nearby. Inter-regional travel was frequent among artisans visiting other neighbouring communities for business than it was for the general population. For most travelers, temporary accommodation and little refreshment were

provided in villages and hamlets. The colonial-era marked the introduction of lodges to accommodate and catering houses for colonial officials, their families and visitors began to develop. Railway catering houses were also built to service colonial outposts along the rail routes.

Cvetkovic (2020) noted that in the hospitality industry, training usually take the form of an orientation programme or an induction that introduces new employees to the work environment, management team, supervisors and colleagues, organization culture, approaches of relating and communicating with co-workers and clients, organization policies, guidelines, rules and regulations.

Poor handling of guests, the rude attitude of hotel employees, delay in services, and general unprofessionalism have been identified as issues facing hotels in many Nigerian hotels (Nwokorie, 2016). Customer complaints that need improvement in hotels are poor human relation skills as well as poor services delivery (Dimfwina et al, 2018). Training of employees is anticipated lead to enhanced employee performance but this seems not case in Nigeria given the numerous customers complaints. This study tried to inquire the extent to which training can improve employee performance in selected small hotels in North Central regions need to be investigated. Some studies have been carried out to examine the effect of training on employee productivity. However, these studies cut across various sectors. For example, Habib et al (2016) conducted a study on to investigate the effect of training on employee performance in hotels. This study was limited to two large hotels in Lagos (Sheraton and Resort hotels). Despite the various researches conducted on the effect of training on employee performance in small hotel has been largely ignored by researchers. To the best of the researcher's knowledge, not many studies have been done on the effect of training on employee performance in selected small hotels in North Central States of Nigeria. Thus, a gap still exists and this research is to bridge.

Therefore, the following null hypotheses were formulated and tested:

H01: Training has no significant effect on employee productivity in selected small hotels in North Central states, Nigeria.

H02: Training has no significant effect on employee engagement in selected small hotels in North Central states, Nigeria.

## **LITERATURE REVIEW**

### **Training**

Training ought to be part and parcel of organization's strategic plan as an effective tool that aids both employees and organizational performance as knowledgeable and competent employee provide a competitive advantage as well as productivity (Afroz 2018). Indeed, among the major function management, the crucial function is employee development and programs.

Ali and Ngui (2019), sees training as one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. It is necessary for organisations to exert extra efforts and invest much in employee training if it wants to achieve its objectives in efficient manner Effective training programs help in building a supportive and conducive learning environment for employees adaptability (Gunter, 2011). Konings and Vanormelinger (2015), identified Training as a

primary as well as effective tool necessary for the achievement of organisational goal and objectives to enhance productivity.

Ngirwa (2009) views training as a learning process for employee to acquire relevant knowledge, experience, skills necessary for performance. It ties the gap between the job requirements and present employee specification. It simply means changing what employee knows, how they work, their attitudes towards their jobs and organization.

Flowing from the views of the prior researchers, the study defines training by elaborating the definition given by Ngirwa (2009) who defined training as learning process in through employees acquire knowledge, experience, that they need to perform their job better for the achievements of their organizational goals. It ties the gap between employee current skill, knowledge, capabilities and present employee specification. It enables employees gain new knowledge that affect the way they work, their attitudes towards their jobs and organization.

### ***Productivity***

Productivity-oriented approach is the value produced through the efforts and talent of employees in compared with resources or inputs provided by the organisation. It represents the employees' ability to accomplish specific amount of assigned task or responsibility within specified period (Awotidebe 2018).

Maheshwari (2016), also observed that in recent time, productivity regarded as progress. Employee productivity is important for organizational success. Therefore, employee productivity is measured as the ratio of all quantity of good and service produces using available resources. An increase in employee productivity results in organizational growth. It also leads to reduction in the price of goods and services for customer and increased returns on investment for investors and relevant stakeholder.

Sharma and Sharma (2014) noted employee productivity determined by number of time which the employee is present physically on the job other than being present mentally or working efficiently while present at work. Employee productivity is now a critical objective of organizations as their survival largely depends on employee productivity.

Therefore, this study, defines employee productivity as employees' ability to consistently carry out assigned responsibilities with available resources to achieved organization objectives. It is important for employees to work in-line with organization's objectives in a regular manner over a space of time which can be ascertained through regular evaluation.

### ***Employee Engagement***

Ikoeh and Cheioi (2018), defines employee engagement as a rational and emotional link and employee feeling for the organization that results in the employee to constantly talk about the organization in a positive manner either to colleagues, prospective employees and customers. It is an intense desire to be part of the organization which propels the employee put in additional energy and exhibit behaviour which lead to organization survival or success.

Ezam, et al (2018) views employee engagement as commitment which an employee holds emotionally towards the organization well as the goals set. It is a strategy adopted by the organization to birth trust between the employee and the organization. Saxena and Srivastava (2015) observed that employee engagement is now a major activity or challenge which requires to be managed properly to actualize objectives of organisations.

Hewitt (2014) asserts that employee engagement is a combination of both psychological condition and outcome of behaviour which is unique. Also, Robin and Judge (2013), sees employee engagement to be an employee's involvement in job performed. Therefore, employee involvement is the foundation of employee engagement.

Flowing from the definition given by the various scholars above, this study defines employee engagement as a sense of pride displayed by an employee through involvement and commitment to job, collaborative relationship with colleagues, speaking good about the organisation, and its objectives.

## ***EMPIRICAL REVIEW***

### **Productivity**

Jeni et al (2021) carried out a study using primary data through Likert scale structured questionnaire with as sample size of 60 employees as respondent from five banks. The study adopted descriptive design and diagnostic hypothesis test of normalcy carried out. The result showed independent variable (training and development) has great effect the dependent variable (employee performance and productivity) and recommended that the banks in region set aside resources for regular employees training to improve identified gap in skill, knowledge etc. to adapt to dynamic job environment.

The research of Salah (2016) investigated the effect training and development on employee productivity in transportation companies in the private sector in the southern region of Jordan and using structured questionnaire as data collection from 188 respondents, deploying both inferential and descriptive statistics. The study revealed the independent variable (training and development) related positively with productivity and concluded training and development have a significant effect on employee productivity. Hence, recommended a diligently prepared development program be put in place all employees.

In the study of Malaolu and Ogbuabor (2013), adopted structured questionnaire with sample size 75 randomly selected respondents from First Bank Nigeria Plc in Lagos, showed that majority of the respondents agreed that training and manpower development enhanced productivity in the financial sector in Lagos. Therefore, the study differs from the current small hotels in North Central states of Nigeria.

Hassan, et al. (2017), study examined training on performance in hotel in large hotels in Kenya using 146 respondents. Inferential statistics was done. The study found that training significantly affected employees' performance of hotels. Training linked to the market needs to benefit the industry. The study differs from the scope of the current study.

Habib et al (2016), study evaluated the effect of training on employees' performance in Nigeria using case study approach. Findings showed significant relationship between training and employees performance of Sheraton hotel and Resort hotel in Lagos. Also, findings revealed to a great extent that effective training will at various mixes contribute to the motivation of employees' and enhance employees' performance in the Nigerian hotel industry. The provision of incentives to employees is encouraged in the interest of the organisation and society alike. The major weakness of the study is that it was limited to only two hotels in Lagos. The current study intends to extend the research on selected small hotels in North Central states of Nigeria.

Sasidaran (2018) argued that the success of an organization depends of employee productivity. He opined that the most valuable asset of any firm as such can make or mare a firm's reputation which can affect profitability. Descriptive statistics, correlation and regression model, diagnostic tests also done. The findings revealed that employees are responsible for work to done, customer satisfaction, product quality etc. Hence training is required to provide employees with relevant information and skills needed to perform assigned tasks and to keep them longer with the organisation.

## **EMPLOYEE ENGAGEMENT**

Sendawula, et al. (2018), study investigated the effect of training on employee engagement Uganda health sector using cross sectional method and correlation. Data was collected from 150 respondents through questionnaire. The SPSS was used and the regression showed engagement had 44.7% level of significance. While employee engagement was found to influence on performance more than training. Also, the study indicated a significant relationship between training and employee engagement there was mediation effect of employee engagement that exist between training and training and employee performance was partial. The study recommended that employees should be engaged by assigning them responsibilities as a way to improve performance. Therefore, training and employee engagement must be considered important for service delivery.

Johnson, et al (2018), study examined the relationship between customer service training and employee engagement in Jamaica using the hospitality as focus, using a sample 230 respondents from 13 large hotels. Questionnaire was used and data was analyzed in SPSS. They found that customer orientation had positive effect on customer service and engagement. And customer service training was found to have a positive effect on employee engagement and showed that customer service training mediated service orientation and employee engagement. The study based on its findings recommended managers should critically support programs in a wider perspective relevant for employee job performance. The current study differs from the existing in sample size and tools of data analysis as the current study used sample 383 respondents.

Jain and Khurana, (2017) examined the effect of training and development on activities on general employee engagement in relation to other factors of employee engagement. In the study, job satisfaction, organizational commitment, advocacy, pride, intention to stay and emotional connection were identified as elements of employee engagement. The study adopted questionnaire using a sample of 450 employees. The study result showed training and development had significant effects on all the factors of employees' engagement except emotional connection which had no significant effect.

Lai, et al. (2015), identified factors that affect employees' engagement and the relationship between training and development as well as co-workers' support in employees' engagement. Data were gathered through a printed and online questionnaire and distributed to 400 respondents among hotel employees. Data were subjected to reliability test, Pearson Correlation matrix, Regression Analysis and finding showed a significant relationship between co-worker support and employee engagement in the hotel industry.

## **HUMAN CAPITAL THEORY**

This study was anchored on human capital theory. The theory was propounded by Schultz, (1961) and developed extensively by Becker, (1964) who classified expenditures on human capital as an investment rather than consumption. This theory assumes that education or

training increases useful knowledge and skills that enhances performance level of employees (Becker, 1964). Thus, the theory is relevant to this study.

## METHODOLOGY

This study adopted cross sectional design using survey method. A closed-ended questionnaire using the five-point Likert scale. Data analysis was done using simple linear regression in SPSSV25 determined effect of the independent variable on the dependent variable. The population for this study comprises 760 small hotels conveniently chosen from Nasarawa, Plateau, Benue, Kogi, Kwara, Niger and FCT. While sample of 383 was arrived at derived from the Taro Yammane (1967) formula. Out of the total number administered, only 321 were completely filled, returned and used for analysis.

The model for the regression analysis is specified as follows:

$$PRD = \beta_0 + \beta_1 TRN + e$$

$$ENG = \beta_0 + \beta_1 TRN + e$$

Where:

$\beta_0$  = Constant e= error term

$\beta_1$  = Determinants of Regression coefficient

TRN = Training (Independent) PRD = Employee Productivity (Dependent)

ENG = Employee Engagement (Dependent)

## RESULTS AND DISCUSSION

### 3.4 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistics	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ENG	321	3	5	4.70	.528	1.546	.302	1.565	.595
PRD	321	3	5	4.60	.636	1.373	.302	.767	.595
TRN	321	3	5	4.43	.640	.676	.302	-.498	.595
Valid N (listwise)	321								

Source: SPSSv25 Result, 202

The table above shows the descriptive statistics of the variables used in the study. ENG had 4.7 and the standard deviation value of 0.528. PRD showed an average of 4.6 and standard deviation value of 0.636. TRN showed an average value of 4.43 and standard deviation 0.640. The high mean value indicates that the participants agree that the study variables are relevant to the study. The normality test for justification of parametric test using the skewness and kurtosis result indicates the data is normally distributed since it meets the criteria suggested by Creswell, (2013). Thus, it indicates that multiple regression can be carried out.

**Productivity**

**REGRESSION ANALYSIS**

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.552 <sup>a</sup>	.305	.307	.668	1.906

a. Predictors: (Constant), TRN

b. Dependent Variable: PRD

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

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	57.669	1	14.417	32.352	.000 <sup>b</sup>
Residual	131.461	319	.446		
Total	189.130	320			

a. Dependent Variable: PRD

b. Predictors: (Constant), TRN

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

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.406	.254		5.543	.000		
TRN	.054	.080	.057	.670	.004	.326	3.070

a. Dependent Variable: PRD

**REGRESSION ANALYSIS**

The result, as shown in the table above revealed an R-square value of 0.305 which implies that 31% of the variation in employees' productivity (PRD) could be explained by training (TRN). The remaining 69% variation could due to other factors not included in this study. The f-statistics stood at 32.352 and probability of the f-statistics was significant at 5% level of significance ( $p < 0.000 < 0.05$ ) which therefore, indicates that the model is fit to measure the association between the variables under study.

The regression line  $PRD = 1.406 + 0.054TRN$  indicates that a unit increase in training (TRN) will result to a 0.054 increase in employee productivity with statistical significance. Probability of t-statistics stood at 0.004 which is less than 0.05 level of significance and as such the study rejects the null hypothesis and accepts the alternative hypothesis which states that training has significant effect on employee productivity in selected small hotels in North Central states, Nigeria.

## TRAINING AND EMPLOYEES ENGAGEMENT

### REGRESSION ANALYSIS

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.485 <sup>a</sup>	.235	.232	.578	1.829

a. Predictors: (Constant), TRN

b. Dependent Variable: ENG

#### ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	57.669	1	14.417	10.113	.000 <sup>b</sup>
Residual	131.461	319	.446		
Total	189.130	320			

a. Dependent Variable: ENG

b. Predictors: (Constant), TRN

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.233	.254		5.543	.000		
TRN	.048	.065	.052	.735	.463	.474	2.109

a. Dependent Variable: ENG

The result, as shown in the table above revealed an R-square value of 0.235 which implies that 24% variation in employees' engagement (ENG) could be explained by training (TRN). The remaining 76% variation could be explained by other factors not included in the study. The f-statistics stood at 10.113 and probability of the f-statistics was significant at 5% level of significance ( $p < 0.000 < 0.05$ ) which therefore, indicates that the model fit to measure the association between the variables under study.

The regression line  $ENG = 1.233 + 0.048TRN$  indicates that a unit increase in training (TRN) 0.048 increase employee engagement (ENG). The probability of t-statistics stood at 0.463 which is greater than 0.05 level of significance hence the study accepts the null hypothesis which states that training has no significant effect on employee engagement in selected small hotels in North Central states, Nigeria.

### DISCUSSION OF FINDINGS

From the first hypothesis, the study found that training has a significant on employee productivity in selected small hotels in North Central states, Nigeria. This implies the more these organizations train their workers, the better the productivity and as confirmed by the positive Beta value. However, the second hypothesis indicated training has no significant and

positive on employee engagement. This implies that when the selected small hotels in north central states, Nigeria invest more in training their staff/workers, their employees' engagement remains low.

### **CONCLUSION AND RECOMMENDATIONS**

The study examined effect of training on employee's performance proxied by productivity and engagement of selected small hotels in north central states of Nigeria. The study concluded that training improves employee's productivity significantly but does increase engagement insignificantly. Therefore, the study recommends that small hotels should implement training programmes that help employees perform better and should seek other methods of committing and engaging employees such as better welfare and motivational packages.

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