

# A STUDY OF THE EFFECT OF PERCEIVED TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AT SELECTED HOTELS IN SARAWAK

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**Abstract:** *This paper examined on the perception of employees on training and development toward employee performance at hotels located in the middle of region of Sarawak. The purpose of this research paper is to determine the relationship between training & development and employee performance among staff in hotels. The quantitative analysis method of a primary source was utilized to collect the data from 150 staff respondents. Five Likert scales were used to measure the degree of training and employee performance. A total of 112 responses were analysed using SPSS version 23.0. The results of this study revealed that training and development has a significant positive influence on employee performance and there is a significant relationship between training and employee performance. Most importantly, on the job training was perceived as a popular job training method used to improve employee performance and it is considered as one of the effective job training methods helped to improve employee performance as proven in many researches and studies. This study also suggested that Human resource management at hotels should develop an effective training programmes to improve employee performance and employees need to be informed of the training benefits ahead of the training since training is a supportive strategic tools assist organization and employee success in the future competitive environment. Moreover, this study also contributes to a better understanding of the effect of training on employee job performances among hotels in Sarawak. The implications for practice and suggestions for future research are also discussed.*

**Keywords:** *Training and development, Employee Performance, Sarawak*

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## Introduction

In the era of globalization, training and development have enormous impacts toward most of the workplace and it also increases the quality of competitive. An effective training and development that provided by the organization will improve the employees' performance and reduce turnover in the market (Frost, 2018). Due to the rapid changes of technology advancement and globalization, organizations are facing tons of challenges that might affect their productivity and effectiveness. Therefore, Human Resource Management plays an important role to strengthen the quality of employees and increase the organizations' profitability (Tan, 2011).

According to Global Economic Impact and Issues 2017, the world industry gross domestic products growth which is 3.1%, was the second highest among the industries (Turner & Freiermuth, 2017). In Malaysia, hotel industry is one of the major industry player to the nation economic growth. According to The Statistic Portal, the total revenue of hotel industry contributed to the nation will be amounted about US\$ 649 million in the year of 2018. In Sarawak, both hospitality and tourism industry were the major businesses and services which had been given top priority by the state to attract foreigners to visit Sarawak. The recent growth in the hotel industry was attributed mainly to the increase in tourist arrivals into Sarawak in line with the Visit Malaysia year 2020 and state government effort to promote Sarawak as the main tourist centre in South East Asia region. Besides, tourism is reckoned as one of the main activity that has flourished tremendously over the years as a source of revenue to Sarawak and it is considered as one of the important generators of national wealth and employment creation. Therefore, job training and development of good and productive workforce in hotel industry is imperative and necessary to create a highly committed and dedicated staff to give the best and high quality service to customers in view of rapid changes of customer demands and rising competitions among hotels in the region. Moreover, according to Andrew Lo from MTUC Sarawak branch, the state need to create a skilled workforce, propel human capital development since human resources development is the key to the progress of the state. (Borneo post, 23 August 2019)

Human Resource Management (HRM) is becoming an essential compartment which cannot be separated in an organization. On the other hand, there are studies proven that theory of relationship between training and development and employee performance. According to Sandamali *et al.* (2018), there are positive relationship between training and development and employee performance. Therefore, HR Manager has the responsibility to ensure effective job training and development methods being used to enhance employees' performance. However, management need to build an immerse platform of evaluation scheme to increase the performance of employees which based on the organization objectives (Sandamali, Padmasiri, Mahalekamge, & Mendis, 2018).

## Problem Statement

The competitive environment of hotel industry in Sibul is getting stronger due to the increasing number of hotels in the middle region of Sarawak. People who works in the hotel industry are likely to play an essential role in serving customer (Training and Development in the Hospitality Industry, n.d.). According to Zainol *et al* (2015) as cited by Malaysian Employers Federation (2011), the number of tourist from foreign countries has enlarged from 20.9 million to 23.6 million from 2007 to 2010 and this has boosted the number of hotels and motels in Malaysia from 1567 to 2005. Therefore, it can be seen the importance of hospitality and service industry as Sarawak state government's has been putting strong efforts to promote Sarawak as the main

tourist centre, especially the middle region of Sarawak which is also one of the great tourist attraction of the middle region. To produce a better service to the increasing demand of customers, employees' continuous training and development in the workplace are important to ensure that highly dedicated and committed employees are there to serve different variety of customers from all over the world. Therefore, hotel industry plays a major role in support the state economy growth and also tourism sector (Md Salleh, Abdul Hamid, Hashim, & Omain, 2010)

Furthermore, there's no notable study of training and development and employee performance being applied in hotels, especially in the middle region of Sarawak. This motivate the researcher to carry out the study about perception of hotel employees about the effect training and development towards their performance. The main objective of this study is to examine the relationship between training and development and employee performance among employees at selected hotels in middle region of Sarawak. Reasons as to why middle region of Sarawak had been chosen for the purpose of the study is because middle region (Sibu, Sarikei kapit) is the main gateway to hinterland and have great potential of tourists attraction.

### **Literature Review and Hypotheses Development**

Due to the rapid changes of environmental in our era, both of the management team and company employees have figure out their limited capability to handle with future demands made on them. The studies show the relationship between 2 trends, progressively alarming corporate administration, the expanding age of the workforce and the quick paced advancement of new innovations (Tai, 2003). According to Tai, researchers converge in their suggestions to businesses, that they increase their training budgets, in order to remain competitive and maintain an adaptable and flexible workforce (Sahinidis & Bouris, 2007).

### **Training and Development**

Training is defined as an adapting process in which enhance and promote the ability and behaviour of employees by enabling them to master new skills, knowledge, attitude and behaviour (Mukherjee A. , 2007). Training is identified with the abilities regarded essential by the administration of an association, which must be obtained by the individuals from that association, so as to enhance the likelihood of accomplishment of its objectives. Good training methods might help employee to strength their satisfaction, reduce restlessness and help in improving their skills. (Chen *et al.*, 2004). As mentioned by Sahinidis & Bouris (2007), the bigger the gap between the skills requirement and skills possessed by the employees, the greater the lack of job satisfaction of the employees and the turnover intentions. Based on the research paper done by Rowden (2002) and Rowden and Conine (2005), training might be the tool to help in increase job satisfaction of employee towards their performance. Rowden and Conine (2005) contended that well-prepared workers will have better requirement to fulfill their customers. Rowden assumes that employees that perceive their training beneficial will be more satisfied than those who get no training or training of no value. Training has the potential to raise individual performance through improvements in key workplace attitudes and behaviors (Sahinidis & Bouris, 2007). Furthermore, according to Karen et al (2019), managing and developing talented employees in organization should be a strategic priority in organization and therefore, training and development assist organization to ensure that good talents are recruited, developed, rewarded and retained in the long run.

### **Employee Performance**

Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage (Elnaga & Imran, 2013).

The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches most of the past research highlighted that fact and effectiveness of training on the employee performance via efficient learning process (Zhang, 2012). According to Elnaga & Imran (2013), employee performance is accomplished through preparing, alludes to prompt enhancements in the information, aptitudes and capacities to complete occupation related work, and thus accomplish more worker duty towards the authoritative objectives.

As mentioned by Huselid (1995), employees are important and valuable asset to an organization. Therefore, training and development is one of the major functions of Human Resource Management which need to be used efficiency in workplace (Shen, 2005). In order to maintain effective performance, it is essential to enhance the productivity of employees to the objectives and achievement of the organizations. The importance of training as a central role of management has been recognized by research studies (Nassazi, 2013).

The general movement towards downsizing, flexible structures of organizations and the nature of management moving towards the devolution of power to the workforce give increasing emphasis to an environment of coaching and support (Elnaga & Imran, 2013) (Asfaw, Argaw, & Bayissa, 2015). Therefore, training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. According to Sabir *et al* (2014), training should be viewed as an integral part of the process of total quality management and is a continual need of staff development process.

### **Training Benefit**

Training has a strong influence of employee performance. Throughout the training and development program, employee will eventually gain benefit from the well-designed training program and master the soft skill and practical skill from their job tasks which are crucial for the employees to perform an efficiency job and improve their awareness to cope with the future qualifications, and then head to job satisfaction (Jehanzeb & Bashir, 2013). In addition, giving training chances to employees can increase the productivity and effectiveness of the employees (Mohd Said, Jahya, Mazlan, Omar Ali, & Mohammed Yusof, 2016).

Moreover, training also impacts on the attitudes of employees and their profession skills which are resulted in improved employee performance (Satterfield & Hughes, 2007). There is documented evidence that training activities have a positive impact on the performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level, for example, attitudes, motivation, and empowerment (Bayraktaroglu & Cickusic, 2014). As mentioned by Aguinis & Kraiger (2009), training improved declarative knowledge within the team and, in comparison with untrained teams, trained teams demonstrated better planning and task coordination, collaborative problem solving, and communication with novel team and task environments.

According to (Onyango & Wanyoike, 2014), training also aids the employee to get job security and job satisfaction. An around prepared worker will be very much familiar with the activity and will require less supervision. Employees acquire skills and efficiency during training become more eligible for promotion.

Researchers also found that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly (Devins, Johnson, & Sutherland, 2004). Trained worker are increasingly sure about their execution and basic leadership abilities. Other than that, the representatives who get standard preparing are bound to acknowledge switch and think of new thoughts. Employee who learn new aptitudes through preparing make great possibility for advancements since they have demonstrated their capacity to learn, hold, and use data (Yamoah, 2013).

### **Employee Development**

Development involved with employee's personal talents than on-hand practical skill where it sees employee as a versatile asset (Eric, 2012) . According to Hameed & Waheed (2011), when a management teams are committing the actions towards the employee development, the employees will endeavour to use their full aptitudes and endeavours to accomplish the objectives of the organization. Employee development also relies upon the individual employee on how much interest and willingness to adapt new knowledge. As when individual employees have the responsibility and willingness to devote on his task, he will keep on trying until he managed to the reach targets. He would take an interest in numerous different exercises. For instance, go to courses, workshops and others instructional meetings, either at work or off the activity. This to be sure would prompt employee development, and employee development would prompt increment employee performance. As mentioned by Mohd Said *et al.* (2016), employees themselves should also take the initiatives for their own development

Training and development interventions must aim at providing employees with the required technical, managerial and personality competencies for them to achieve and sustain a high level of performances (Eric, 2012). Rahman and Nas (2013) also claimed that when an organization provides training to its employees, it helps them in their career development which they want and need. Employees have acknowledged the importance of skills will eventually helping in improvement of productivity and efficiency in the team. They will have more fulfilling work and are less likely to leave the company. This provides an immediate benefit to an organization's bottom line. Development in an employee's career is linked to a better future. It is a composite approach that encompasses mastery of a body of knowledge as well as a code of behaviour and sense of social obligation..

### **On the Job training**

On the job training refers to practice in the actual working environment. For example, provides relevant guidance to the employee during the working process. For example, encourage employee to attend appropriate workshop or seminar to enhance his or her knowledge and skill set toward their jobs (Agarwal, 2012). On-the-job training consists of job instructions, apprenticeship and coaching, job rotation, committee assignment, internship training and training through step by step.

According to Kleynhans *et al.* (2007) as cited in Bafaneli & Setibi (2015), on-the-job training refers to the new employee is under the supervision of an experienced co-worker which teaches

the new employee about the job task while there within the working environment. However, he mentioned most of the training which falls under the on the job training is very effective and adequate (Bafaneli & Setibi, 2015). In particular, Salini & Gosekwang (2015)'s review of Bocodol (2008) that survey conducted explained about the half of the training conveyed across the sectors happens through on the job training. According to Tendy & Radikoko (2015), on the job training was the most favoured method of training. In addition, Tukunimulongo (2016) as cited in Sumaiya *et al* (2017) also found that on the job training plays a big role in improving the employee performance and productivity.

## Development of Hypothesis

### Relationship between Training Benefit and Employee Performance

Jehanzeb & Bashir (2013) stated that there is a positive outcomes of training program for the organizations. These outcomes and training benefits comprises better organizational performance in term of profitability, effectiveness and productivity which will benefits that directly or indirectly related to employee performance. Besides, we can understand the importance of training program because it is the platform for organization to reinforce the capability of the employee. Thus, the following hypothesis is proposed.

H1: There is a significant positive relationship between training benefit and employee performance.

### Relationship between Employee Development and Employee Performance

Robert Ng'ang'a (2013) stated that there is a significant positive correlation between employee development and performance. It indicates that training provide adequate criteria to an individual to perform better in a given task and subsequently contributes to the firm performance. Other than that, lack of asset and management support also one of the aspects of employee's contribution toward organization. Thus, the following hypothesis is proposed.

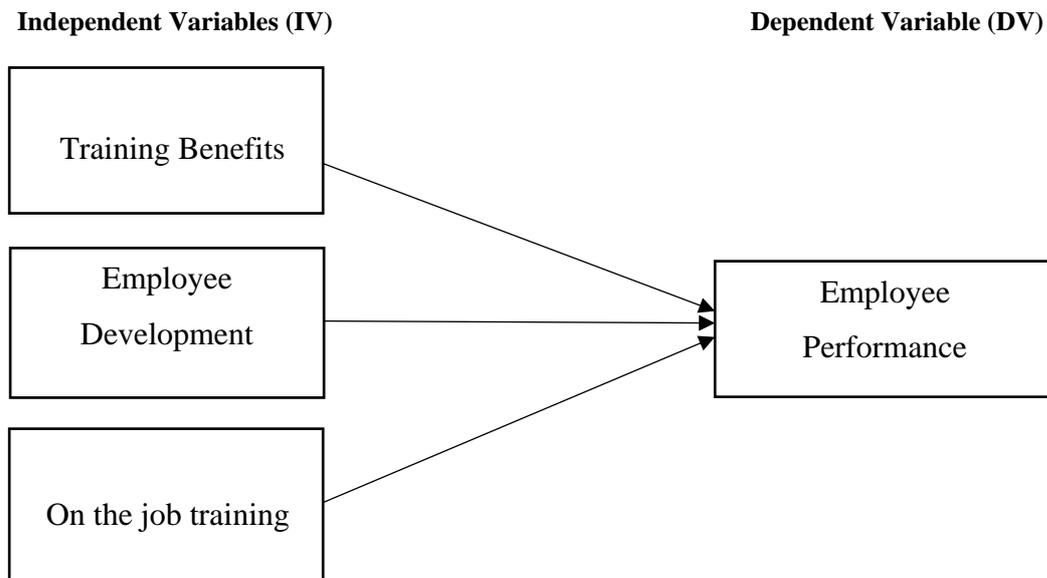
H2: There is a significant positive relationship between employee development and employee performance.

### Relationship between On-the-job training and Employee Performance

According to Jagero *et al* (2012), there is a strong relationship between on the job training and employee performance because it helps in improving employee's performance. On the job training plays an important aspect in the development of organizations, improving performance and productivity, and yet placing the organization in the best environment to compete with rivals. Thus, the following hypothesis is proposed.

H3: There is a significant positive relationship between on the job training and employee performance.

Thus, the conceptual framework for the present study is shown in Figure 1.0.



**Figure 1.0 Conceptual Framework**

Source: (Author)

### Methodology

This study using the survey questionnaire, the most common data collection method which is to examine the effect of perceived between training and development and job performances at selected hotels in Sarawak. The target population for this study consists of all employees of hotels in middle region of Sarawak. The population size (N) for this study is 150. Sampling location that being chosen to collect the data are RH Hotel, Kingwood Hotel, Tanahmas Hotel, Li Hua Hotel and Paramount Hotel. All these hotels are the major rated hotels located in middle region of Sarawak.

After getting approval, one set of questionnaires was randomly administrated to 150 staff of the 5 major hotels which were located in the middle region. The questionnaire comprise of the profile of the respondent and 20 statements describing the current state of respondents.

### Findings and Discussion

The collected data was analyzed using social science statistics software (SPSS) version 23.0. Only a total number of 150 sets of questionnaires have been randomly selected and was distributed among employees at 5 major hotels in middle region of Sarawak. Out of 150 sets of questionnaire, 112 were returned and was utilized for the final analysis with the valid information.

In Table 1, Cronbach’s Alpha for all the variables are greater than 0.7 which means they are considered as good and acceptable.

**Table 1: The Value of Cronbach’s Alpha for Each Variables**

Variable	Cronbach’s Alpha	Number of Items
Training Benefits	.857	5
Employee Development	.844	5
On the job Training	.847	5

Table 2 depicts the detailed summary of correlation between three independent variables which is training benefits, employee development and on the job training and also dependent variable, Employee Performance.

Table 2 also shows that all the three variables (training benefits, employee development and on the job training) were significantly positively associated with the dependent variable (employee performance). These results show that the three independent variables have a positive correlation with employee performance. Therefore, the three variables may impact on employee performance. Of all the variables, on the job training has the highest positive correlation with employee performance. As mentioned by Ameer and Hanif, (2013) and also cited in Sumaiya *et al* (2017), on the job training have a positive effect to the employee performance while the employee come to duties.

**Table 2: Correlations between types of variables with employee performance**

Variable	Overall
<b>Training benefits</b>	<b>.562</b>
<b>Employee development</b>	<b>.541</b>
<b>On the job training</b>	<b>.624</b>

Based on the Model Summary in Table 3, the correlation coefficient (R value) for this research is 0.704. This means that there is a positive and very strong relationship between dependent variable (employee performance) and independent variable (training benefits, employee development, on the job training) because R value is positive value and 0.704 is fall under coefficient range  $\pm 0.70$  to  $\pm 1.00$ .

The R Square indicates the extent or percentage the independent variable (training benefits, employee development and on the job training) can explain the variations in the dependent variable (employee performance). In this research, independent variable (training benefits, employee development and on the job training) can explain 49.6% (0.496) of variations in dependent variable (employee performance). This is considered a very good and respectable result.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
<b>1</b>	<b>.704</b>	<b>.496</b>	<b>.477</b>	<b>.67935</b>	<b>1.955</b>

a. Predictors: (Constant), Training Benefits, On the job Training, Employee Development

b. Dependent Variable: Employee Performance

Source : (Author)

From Table 4, it shows that the F value of 26.301 and the p value is 0.00 which is less than 0.05 ( $p < .05$ ). In overall, the regression model with all the three predictor variables (training benefits, employee development and on the job training) was suitable in explaining the variation in employee performance. The equation of loyalty= 48.554 independent variables +49.383 (training benefits, employee development and on the job training). One unit increase in the predictor variables is associated with a one unit increase in the employee performance. Therefore, with one unit increase in independent variables, employee performance will increase

to 97.937 %. It shows that all the three variables have a positive influence on employee performance. Therefore, the results is consistent with H1, H2 and H3.

**Table 4:ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.554	4	12.139	26.301	.000
	Residual	49.383	107	.462		
	Total	97.937	111			

a. Predictors: (Constant), Training Benefits, On the job Training, Employee Development

b. Dependent Variable: Employee Performance

Source: (Author)

From Table 5, it also shows that only two predictor variables were found to be of significance in explaining employee performance. The two predictor variables are training needs and on the job training. The other variable, employee development was excluded because it did not contribute in significance ( $t < 1.96$ ,  $p > 0.05$ ) to the variation of the dependent variable (employee performance). Therefore, H2 of this study is not supported. The relationship between employee development and employee performance can relate with younger and older workers. In this study, young employees who are 40 years below with less than 6 years working experiences made up of 60 % of the sample study. Mostly, younger workers prefer a good job relationship while older employees are more focus on their career development. On the other hand, younger workers perceive job relationship as an important path to develop their job skills and advance their careers. Meanwhile, older workers who already acquired these skills want to be able to apply their skills for career advancement. Therefore, younger workers might not see employee development as a strong factors to stay longer in the organization since they can use their skills acquired from training to look for better career opportunities.

It also found that only two training variables (training needs and on the job training) have a significant impact on the level of employee performance. Out of this two, on the job training is the strongest significant positive influence on employee performance ( $b=0.343$ ). The results is consistent with previous research findings that on the job training plays a big role in improving the employee performance and productivity (Tukunimulongo, 2016) as cited in Sumaiya *et al* (2017). A work survey conducted also explained nearly half of the training conveyed across the sectors happens were through on the job training (Bocodol, 2008). The study also concluded that on the job training was the most favoured method of training. It indicates positive outcome in the research (Tendy & Radikoko, 2015).

**Table 5: Multiple Linear Regressions**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	.310	.319		.973	.333
Training Benefits	.249	.094	.241	2.661	.009
Employee Development	.098	.112	.088	.871	.386
On the job Training	.383	.105	.343	3.657	.000

Dependant Variable: Employee Performance

Source: (Author)

### **Implications, Limitations and Suggestions for Future Research**

This study suggested training and development variables (training benefits, employee development and on the job training) are significantly positively related to employee performance whereas on the job training is the most significant variables contributed to the high work performance. This implies that by focusing and implementing a good on the job training methods, employers at hotels would able to promote and improve the overall levels of employee performance.

This study is also subjected to some limitations. First of all, this study is based on a small sample size since it involved only a few selected hotels in middle region of Sarawak. Second, the study is based on employees' feelings towards the training and development while employees' personal characteristics were not taken into the study. Third, several other training related factors which may impact on employee performance may have not been considered in the study. Given these limitations, further research might need to carry out in this direction. First, other hotels in Sarawak to be included. Second, future studies could look into the possible inclusion of other training and development factors (social support, physical demand, supervisor support, communication, compensation) in relation to employee performance.

### **Conclusion**

The results of the study confirm that employees' performance can be improved in hotels if there is a good training and development planning from Human resource management. It would be good if employees were well informed of training benefits ahead of the training programmes. Organizations can also consider on-the-job development and career enhancing skills for employees through training and development since it is one of the most important factors in employee motivation and employee engagement (Keaveney, 1995). Furthermore, an effective on the job training methods should continue to adopt and Human resource can consider on the job methods such as coaching, mentoring, job enrichment, job enlargement and job rotation in order to engage employees more with their own works, improve their skills while leading them towards positive work performance outcomes and better services to customers.

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