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ASSESSING THE EFFECT OF TRAINING ON EMPLOYEES' PERFORMANCE IN NIGERIA HOTEL INDUSTRY (A CASE STUDY OF SHERATON HOTEL AND RESORTS LAGOS)

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ABSTRACT

This research evaluates the effect of training on employees' performance in Nigeria hotel industry (Sheraton Hotel and Resorts, Lagos) as a case study. A major concern amongst organizations in Nigeria, especially the hospitality industry is that consistent evaluation of training is rarely seen as a serious step to appraise employees' performance, and thus, come as an afterthought. The research assessed the performance of employees' at Sheraton hotel and resorts, Lagos, based on its objective and to enhance organizational effectiveness by virtue of training in Nigeria hotel industry. This research evaluates the effect of training on employees' performance of the case mandate. It is established that a significant relationship exists between the level of training and incentives to motivate employees' in enhancing their performance in Sheraton hotel and resort, Lagos. The results of the findings also suggest to a great extent that effective training will at various mixes contribute to the motivation of employees' and enhance employees' performance in Nigeria hotel industry. The provision of incentives to workers should be encouraged in the interest of the organization and society alike. Use of various training methods to enhance employees' performance in hospitality industry significantly by Sheraton hotels and resorts, Lagos should be supported by simplifying administrative procedures.
Keywords: Training, effectiveness, performance, incentives

INTRODUCTION

The all-important detail of each organization either manufacturing or service providing affiliations requires a key pulling of human, material and cash related resources for reaching the desired legitimate goals. On the other hand, without the support of human resources, another distinctive resource cannot be well-planned for the realization of the craved objective. Without human exertion, plants, working situations, PCs, robotized sorts of rigging, et cetera, will be incapable. HR is the key variable in the development of any ruling body. Hence, management is conceptualized as the procedure of attaining to the objectives of the establishment by using individuals and different assets, (Uyi, 2002). Training of workers could assist organizations to meet the continually expanding difficulties and high intensity for profitability (Nwachukwu, 2006). Based upon the idea of Nwachukwu, 2006, it is pertinent to undergo training in every establishment in order to mate with the growing styles in achieving utmost performance. Since

training and development incorporate all endeavors to build profitability by expanding an employee's capacity to perform better, its importance need not be disparaged as an expense of training workers is clearly a venture to the organization (Nwachukwu, 2006). Going by the words of Nwachukwu, 2006, he highlights that all aspects of training must be taken into cognizance, as it is clearly an endowment to the organization.

Today the exceptionally competitive business area, in which business operates, demands a skillful workforce in order to stay a compelling actor in the centered session of the clientele. One of the essential hindrances which occur in the workplace is the unlucky deficiency of training and growth. Planning is a key approach which should be prudently sketched out and carried out within all systems. The general aim of this study is to investigate an importance of training in the hospitality industry. Grooming is a division of the human resource development, alongside other human resource activity, for example, recruitment, selection, and compensation. The role of human asset office is to amend the organization's effectiveness by outfitting employees with learning, attitudes, and perspective that will fabricate their present or future job performance. The training expert should be mindful of the favorable circumstances and the burdens and practicality of each training method, to implement the right training procedure.

AIM OF STUDY

This examination is particularly intended to evaluate the impact of Training on employees' apparent performance in Nigeria hotel industry.

By and large, the examination will likewise:

- Ascertain the degree to which training of employees' has enhanced performance.
- Evaluate the relationship between employees' training and performance.
- Examine the link between training, incentives, and performance.

To make proposals that will enhance sound labor focused capacity in the hotel industry.

SIGNIFICANCE OF THE STUDY

Training of staff is an essential development needed by all affiliations considering the consistently asking for mechanical change, headway, and specific progress by cabin industry. Thusly, there is every need to address these troubles by selecting and setting up the employees' to improve high advantage. Then again, the lodging business has been the constraint in light of nonattendance of excitement to save training errand, employees' inefficiency to adjust to training need and non-appearance of personnel to finish such training.

It is in this manner, suitable to deliver these cutoff points to get together with the needed center of having capable and skillful workers' that will be painful and prepared to attain to the looked for a target in the hotel industry.

The study will similarly be valuable to:

• Policy inventors (Government and non-administrative workplaces) in setting fitting regulations and methodologies as it relates to the hotel business;

• Equip holders and directors with the obliged data in redesigning workers' execution, thusly growing customers satisfaction general firms execution and;

• May likewise serve as a guide for further studies in surveying the impact of training for redesigning employees' performance and enhance future examination stresses over the effects of training on workers' performance.

LITERATURE REVIEW

Organizations' volition in facing amplified competition ascribable to globalization, modifications in debut, policy-making and fiscal surroundings (Evans, Pucik & Barsoux, 2002) and accordingly propelling these establishments to train their workers seemingly to prepare them to adjust to the increments above and consequently upgrade their performance. It constitutes imperatively a neglect in the succeeding cogent-evidence upon the development of learning in the commercial enterprise, and the corporate world in the most recent decade. These developments have not only been achieved through improvements in debut nor conflate of factors of initiation yet amplified attempts towards the betterment of authoritative HR. It constitutes afterward, inside all affiliations duty to improve the job performance of the employees' as well, certainly execution of training. This in this way calls for directors to guarantee a sufficient supply of stuff that is in fact and socially able and prepared to do vocation improvement in master offices or administration positions (Afshan, Sobia, Kamran & Nasir, 2012). Striking out the words of Afghan, Sobia, Kamran & Nasir 2012, it is a wake-up call for principals of establishments to employ capable hands to occupy central places to allow for career advancement. Oppugn that might come forth in numerous cases comprise the vital nature of human resources. Taking into cognizance, that the profound attributes of the firm are human resources, employees' rises to make a decent fountainhead of gaining whip-hand (Houger, 2006), and training will fix to improve the equitable means of creating hierarchical scholarly property through ramping-up employees potentiality, in a petition to succeed. Organizations have to adopt and utilize human assets valuable. Organizations, subsequently, need to adumbrate its human asset management in modes which are in accordance with the organization's structure, as such, it will enable the organizations to accomplish their goals and objectives. Additionally, it constitutes critical for organizations to endorse their manpower in obtaining the essential aptitudes required and, increase responsibility. This may somewhat be an aftereffect of the assorted types of events, e.g., political shakiness, defilement, organization poor framework, low degrees of training and buying force, illnesses and starvation known to win in the African business context (Kamoche, 2002). Established on the illustration of Kamoche 2002, spotting equipped HR in Africa, organizations has to travel through the stringent processes which adversely affect its business context.

Staffs' training is thought to be crucial as it identifies with workers' change and yield. This proposal recommends that the impact of specialists' availability could attain to capacity and achievability in overseeing hotel business endeavors. The work concentrates on the impact of anticipating employees' preference and gets prepared calendars. However, it supports some planned programs in the Sheraton Hotel and Resorts, Lagos Nigeria. The study presumes that the accomplishment of all foundations numbers unreasonably on important HR. Appropriately, it gets a handle on the prerequisite for Hotel business running in Nigeria to watch that exercise, for example, sorted out training recommendations are exhaustive in nature to outfit staffs with the obliged Noesis, air, picking up and limit for occupation quality. Appropriately, it is kept up that hotel industries, particularly those in Nigeria should mastermind training exercises as a perpetual activity to help secure and survey staffs' levels of obtaining, and brief them to make and repair professionally.

Training in Industry's setting, was a history started in the United States in the 1940s, which made the structure a resounding accomplishment, moving propelled development of war material past longings. The system was driven, passing by the need to rapidly show apprentice proletarians selecting in the war period workforce the same number of skilled jacks released to war. Training

is an operation of the human asset association related with honest to goodness development encouraged towards enhancing the estimation of individuals and social events in different leveled set up.

Recently, training remains an enthusiasm for the individual, since it is seen as the essential pathway to shape adequate HR regarding esteem and inwardness. Hence, it tries for outfitting individuals with information and administrative, specific aptitudes expected to do their work enough and capable. This will never-ending affect the organization's work and execution decidedly (Khanfar et al., 2011). Khanfar et. Al 2011 adds that training is ebullient for individuals because it is a necessary step to adorn HR due to its level of admiration. However, it seeks to furnish individuals with the needed data and resources expected to implement their functions and performance in spades. Training is one of the key modification steps to depict hotels. Hence, it is clear why colossal offers are deducted from spending arrangement and focused on training process in the hotel.

This segment gives a review of the writing as to the most relevant studies in the field of training and hotel industry. The inspiration driving the composition review is to give the key arrangement of critics of training in the hotel industry, a furthermore human resources organization in the industry. We can find different philosophies and points of view of unmistakable writers about it. Rodgers (1986) characterizes training as having limited objective determining the right approach to do something. Also, Lloyd and Leslie (1997) see training as a learning process that includes attitudes procurement, principles, ideas or mentality to improve the performance of employee's action or a scope of exercises. Van Wart et al. (1993) recommends that training is a useful driven process and go from recognizing and creating attitudes that are helpful quickly in the particular circumstance. Training is our key issue; they furthermore reported that they survey their staff to make sense of scopes of the need and eagerness for training purposes. It additionally empowers the fundamental objectives to be accomplished by furnishing its faculty with the learning, abilities, mental aptitudes important to attain to whatever practical goals they have in their work by empowering them, through expanded skill and certainty to acquire more and if sought, advancement (Boella, 1996). McClelland reported that their office is producing a merged training program to incorporate creating profession ways for their workers. They are likewise building up a working power examination plan to set techniques for maintenance, enlistment, and progression (McClelland, 2001). Training is the conscious change of behavior through acknowledging, which happens as an outcome of direction, heading, change and masterminded experience. Armstrong, (1999) reported that training is an arranged procedure to change demeanor, learning or ability conduct through learning the background to attain to performance in an action or scope of exercises. Its reason on the work circumstance is to add to the capacities of the individual and to fulfill the present and future labor needs of the organization, (Armstrong 1999).

While Armstrong's definition is brief, the definition is given by the labor administration commission (LAC), gives a better comprehension than training by clearing up what training is and giving the clarification behind training practices to be executed. Occasionally, there is confusion between the terms, didactic, and training in light of the way that there is a level of between connections. This relationship can be best seen by considering instruction as dealing with the giving of data, though training is facilitated towards changing of behavior and demeanor.

For the capable working of an organization, training is really key, as a result of the route that through this process the employees' gets the opportunity to be more skillful and more gainful which accordingly is produced for every organization.

MEASURING THE EFFECTIVENESS OF TRAINING

As per Philips (1991) and Grove and Ostroff (1991), an organization can have various advantages through the assessment of training viability. A valid example, it can be used as a logical framework as a piece of appeal to meet certain destinations and destinations. Measuring the training, suitability should be a crucial asset to the organizations. There are some criteria for measuring the achievement of training; direct cost, backhanded expense, effectiveness, execution to timetable, responses, learning, conduct change, performance change (Sheppard C, 1999).

MEASUREMENT MODELS

The Kirkpatrick's Four Level Approach

Beginning with World War II, appraisal examination has developed as a result of substantive sponsorship by the U.S. focal government in training and appraisal activities. It gives answers to the inquiries of do we actualize or rehash a project or not?" And "provided that this is true, what adjustments ought to be made?

(Stone and Watson, 1999). Remembering the finished objective to orchestrate locales of appraisal, the first would be Kirkpatrick Four Levels of Evaluation. It was made by Donald Kirkpatrick in 1959, around then; he was an instructor of showcasing at the University of Wisconsin.

Kirkpatrick model is right away, very nearly 45 years old. It is lovely straightforwardness has made it be the most, by and largely used systems for appraisal training undertakings. ASTD's (American Society for Training Development) study, which reports input from very nearly 300 Human Resource officials and chiefs, uncovered that 67% of organizations that direct assessments utilize the Kirkpatrick model (Stone J and Watson V, 1999).

Kirkpatrick Four Levels of Evaluation

His four levels of assessment are: responding - a measure of fulfillment, learning - a measure of learning, conduct - a measure of conduct change and results- a measure of results (Phillips J, 1997).

- Reaction evaluation is the way by which the operators felt, and their individual reactions to the training or learning information, for the occasion: Did the learners like and admire the training? Did they consider the training related?
- Learning evaluation is the estimation of the addition in data or shrewd capacity from before to after the learning foundation: Did the students acknowledge what was wanted to be taught? Did the learner experience what was relied upon for them to experience?
- Conduct evaluation is the extent to which the students joined the adapting besides, changed their behavior, and this can be finished immediately or a while after the preparation, dependent upon the condition: Did the learners put their learning into effect when back at work?
- Results evaluation is the effect on the business or environment, happening in view of the upgraded performance of the learner - it is known as the destructive test. Measures would normally be business or legitimate key performance pointers, for instance, Volumes, qualities, rates, timescales, quantifiable benefit, and other quantifiable parts of the

progressive performance, for the event; amounts of dissensions, staff turnover, consistent misfortune, and frustrations.

CIRO (Context, Input, Reaction, Outcome) APPROACH

Another four-level approach at first grew by Warr, Bird, and Rackham is a to some degree novel way to deal with portraying evaluation frames. At first used as a piece of Europe, this framework has a great deal more broad degree than the standard use of the statement "appraisal" in the United States. Similarly, as with different methodologies, four general classifications of assessment are portrayed, which frame the letters CIRO (Context, Input, Reaction, Outcome) (Phillips, 1997). Organization evaluation joins getting and using information about the latest operating conditions or setting to center training needs and destinations. Data appraisal joins amassing and using information about possible training resources to pick between choice inputs to training technique. Reaction evaluation consolidates obtaining and using information about the learners' reactions to upgrade the training process. Result evaluation fuses amassing and using information about the revelations and consequences of training, and it is all things considered seeing as the most basic bit of the appraisal.

MEASURING PERFORMANCE

A quantifiable marker used to evaluate how well an organization or business is attaining to its coveted destinations. Numerous business administrators routinely survey different performance measure seeks to measure such things as results, creation, request and working effectively keeping in mind the end goal to capture a more target feeling of how their business is going and whether the modification is required.

The Relationship between Training and Employees Performance

The huge bulk of the past studies gives the confirmation that there is a strong positive relationship between human asset administrations rehearses and authoritative execution, (Purcell et al., 2003). As per Guest (1997) specified in his study that training and advanced programs, as unitary of the all-important human asset administration practice, decidedly influences the nature of the laborer's information, abilities, and capacity and along these lines bring about higher employee performance on exercise. This link, at last, adds to preeminent pecking order implementation. Training constitutes the principal technique towards discerning the denied need of workers and at that stage, assembling their obliged capability level and then that they may do well to accomplish hierarchical objectives. As portrayed by the work of Harrison (2000), adapting through training impact the hierarchical execution by most prominent employee operation, and should exist as a fundamental key to the achievement of corporate objectives. And thus again, executing training projects as a solution for covering performance issues, for example, filling the crevice between the standard and the genuine execution is a compelling method for enhancing employee operation, (Swart et al., 2005).

As indicated by Swart et al., (2005), crossing over the performance hole alludes to executing an important training intercession for the sole intent of creating specific aptitudes and capacities of the laborers and upgrading worker performance. He further elaborates the idea of giving tongue to that preparation, encourages organizations to grasp that its specialists are not performing great and-and accordingly their insight, attitudes and a realm of mind needs to be defined by the firm demands. At that position may be different explanations for the poor performance of the employees, for example, staffs may not feel spurred any longer to utilize their skills, or possibly not sufficiently sure of their abilities, or they may be confronting work- life clash. All the above

viewpoints must be counted by the firm while selecting generally suitable training intercession that helps the association to tackle all subjects and improve worker motivational level to share and meet firm desires by demonstrating wanted performance.

RESEARCH HYPOTHESIS

Hypothesis One:

H0: Training does not motivate employees

H1: Training does motivate employees

Hypothesis Two:

H0: Incentives does not enhance employees' performance

H1: Incentives do enhance employees' performance

Hypothesis Three:

H0: Training of employees has no significant impact on the performance of employees

H1: Training of employees has a significant impact on the performance of employees.

RESEARCH DESIGN

The design of the study was based on the qualitative system, using questionnaires as survey instruments to collect data which will answer the research questions and give perceptions to the performance of employees in hotel industries.

The research questionnaires were hand-distributed to the employees of Sheraton Hotels & Resorts Lagos, Nigeria so as to acquire a good amount of response proportion. In addition to the strategy adopted to reach the respondents, the author has made the questions so friendly and easy to understand coupled with marking or ticking of appropriate options provided to each answer.

The sample population was the workers of the Sheraton Hotel and Resort ranging from the Head Culinary Specialist, Bar Chief, Banquet supervisor, housekeeping director to support boss. Every quarter was appropriated this questionnaire. Hotel Managers and Administrators were counseled on the purpose and importance of this study. In the field, about 250 questionnaires were distributed and all completed ones collected were used for the purpose of this study. The uncompleted ones were discarded.

The data were analyzed using SPSS 20.0 for descriptive and cross tabulation analysis, factor Analysis, Correlation, and Multiple regression analysis were also conducted to ascertain the significant level of the relationship between variables tested.

The independent variable is the factor selected and measured to determine its relationship with the observed variable, they influence the other variables while the dependent variable is that which is observed and measured to determine its effect on the independent variable (Bless & Higson-smith, 1995). For this research, Employees' Training is the independent variable, Incentives and Motivation are the moderating variables while Employees' Performance is the dependent variable.

This survey was used to gather data relating to the effect and importance of the independent/moderating variables on employees' performance of all staffs in Sheraton Hotels and Resorts, Lagos.

INSTRUMENTATION: QUALITATIVE METHOD:

A Descriptive item survey questionnaire is utilized for this study. The questionnaire is plotted on 5-point Likert scales which are strongly agreeing, agree, neutral, disagree and strongly disagree except for the Part 1 which is about the personal information about the respondent.

The survey instruments contain 2 parts. Part 1 contains the demographic variables:

1. Gender
2. Age (in years)
3. Education (in years)
4. Divisions
5. Professional experience (in years)

The second part was adapted from some sources due to its relevance to this study. In this second part, featured in it is the independent variables of this model and they are as follows:

Training (adapted from the work of Masood, 2013)

1. At your hotel, training programmers focus on how to improve service recovery
2. Sufficient time and money are allocated for training
3. Training programs are consistently evaluated.
4. The employees of this hotel receive training on how to serve customers better.
5. The employees of this hotel are trained to deal with customer complaints.

Incentives (adapted from the work of Ikram 2012)

1. Financial incentive increases employee work productivity.
2. Incentives develop employee attitude toward the organization.
3. Incentives increase employee loyalty towards the organization.

Employee Motivation (adapted from the work of S. Chintalloo and Jyoti Devi Mahadeo)

1. I have the freedom to achieve my tasks the way I want.
2. I am to be rewarded for each task I efficiently execute.
3. The job I do, benefits society and my colleagues.
4. I am disrupted with organizational conflicts.
5. I would still work if unemployment benefits were high.
6. I work harder because my subordinates appreciate it.
7. I like to have difficult tasks, as they are challenging.
8. I would welcome work responsibilities as I appreciate delegation of tasks for trustworthy and loyal employees.
9. If I am equipped with the right tools and equipment, I work productively.
10. I would like to sit idle when there is no supervision and workload.
11. I would do overtime to keep pace with organizational tasks and hence to avoid heavy workload.

Employee performance (adopted from the work of Masood)

1. The quantity of our employees' work output has improved in last five years.
2. Coming up with new ideas is appreciated in our organization.
3. Most of the employees achieve organizational goals of last 5 years.
4. Targets are given to different employees often met.
5. Overall employee targets achievement has improved over the last 5 years.
6. Employees feel happy to work in teams.
7. The majority of our employees can work independently and they give high performance.
8. Employees in our organization have been enabled to make decisions well.
9. Employees' communication skills have been improved in this organization

10. Employees' competencies are in line with the organizational, operational and strategic goals

Reliability and validity

This research instrument above has been used by different researchers to conduct their studies which reveal its accuracy and reliability as a result of its consistency.

The total sum of the Cronbach's alpha of the employee's performance and training in the questionnaire is calculated using the four items:

Table 3.1 Cronbach's Alpha Value

Scales	Items	Cronbach's Alpha	Percentage
Employee's Training	5	0.700	70.0%
Employee's Incentives	3	0.608	60.8%
Employee motivation	11	0.784	78.4%
Employee's performance	10	0.684	68.4%
Total	29	0.694	69.4%

This was used based on the ground that the reliability coefficient of the used questionnaire is very good (Cronbach's Alpha = 0.694 which is 69.4%). If the reliability standard test for the questions were to be below 0.50 (50%), it would not have been considered a good reliable test. It is noteworthy to state at this point that Cronbach's alpha is an indicator to the internal consistency measure in a standard reliability test

Even if a conducted test is very reliable, it must also show some level of accuracy which is where validity takes its place. For all the above questions, the test was valid.

MULTIPLE REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 539[a]	.290	.281	.21246

a. Predictors: (Constant), training of employees, incentives, employee motivation

ANOVA[a]

Model		Sum of Squares	Def	Mean Square	F	Sig.
1	Regression	4.394	3	1.465	32.449	.000[b]
	Residual	10.743	238	.045		
	Total	15.138	241			

a. Dependent Variable: employees performance

b. Predictors: (Constant), training of employees, incentives, employee motivation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.513	.156		3.292	.001
	Employee motivation	.093	.058	.089	1.618	.107
	Incentives	.115	.035	.180	3.289	.001
	Training of employees	.357	.041	.485	8.799	.000

a. Dependent Variable: employees performance

RESULT AND INTERPRETATION

The results from the data presented in the table above show that the (R2=.290), which shows that the independent variables: training of employees, incentives and employees' motivation, affects the dependent variable: employees' performance by 29%. However, all variables are significant with figures: .000, .001, respectively, except the employee motivation, which stood at, .107. It, therefore, results that at the Sheraton Hotel and resorts Lagos, every other variable except an employee motivation has a positive significance towards the growth of the industry. However, having conducted the test of hypotheses, it is, therefore, pertinent to state that all the null hypotheses (H0) are rejected and the alternative hypotheses (H1) accepted. The F-statistics are given at 32.449, which is significant at .000. Thus, the above multiple regression models were developed for calculating R2 values.

CONCLUSION

Training of employees' to enhance their performance made a positive effect. It is important to state here that training has to fit or be appropriate to the category of the trainee. This would not just help the trainee it will also bring about an effective evaluation of the training. It means both ends have a great deal of job to do, that is, the organized program must be aimed at developing innate abilities of the trainee accompanied with life skills and consistently, the effect of the training must be evaluated which can be a channel to boost or elevate the trainee's confidence towards his service delivery. There is no doubt that the implementation of training in Nigeria hotel industry has been an important engine for the development of an employee. It has to a large extent, enhanced the performance of employees' especially in Sheraton hotel and resorts, Lagos. Be that as it may, more work still needs to be done in ensuring continued sustenance of employees'/organizational development, mostly in Nigeria hospitality industry.

RECOMMENDATION

Based on the descriptive and empirical analysis, the recommendations of this research are stated below:

- Education and training of employees' should be consistently implemented businesses, vocational and professional skills. It should be concerned with equity and fairness

thereby including cost and benefits to all stakeholders and also enablıng equitable distribution of benefits.

- It should promote conservation and sustainable use of resources, thereby reducing consumption and waste. Trainers should integrate environmental, social and cultural issues into training programs.
- It should enhance the status of local staffs at all levels as an essential part of the industry.
- Management and employees! Should foster a sense of pride in the job and also ensure that staffs are well taken care of.
- Hotel industries should train staff to understand the complex nature of modern tourism.
- And also train staffs for managerial and leadership positions.

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