

## **Training Impact on the Performance of Employees “A Case of Jordanian Travel and Tourism Institutions”**

Ashraf Mohammad Alfandi  
Department of Tourism Management, Irbid National University,  
Near Nuaima Bridge, Irbid, Jordan

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**Abstract:** The purpose of this study is to investigate the role of training on enhancing employee performance at the Jordanian tourism and travel institutions. Statistical Packages for Social Sciences (SPSS) Program was used for descriptive analysis. For the purpose of this study, the sample was chosen randomly and it consisted of 28 institutions found in Amman. As for the respondents of the sample, they were 44 employees who received 44 questionnaires. The 41 questionnaires were returned which forms 93% of the sample. The main findings indicate that there is an adequate level of training programs provided to employees at Jordanian travel and tourism institutions. However, employees believe that their company might not be providing yearly training program in a systematic way and training plans and the programs of the company are not under of continuous development in accordance with any developments. The study found a statistical significant impact of training on employee performance. Statistically, significant impacts of training on the three dimensions of employee performance (quality of work, quantity of work and speed of work achievement) have been found. Finally, this study has verified further research opportunities that could enrich the understanding of training and employee performance at the Jordanian travel and tourism institutions.

**Key words:** Training, employee performance, travel, tourism, Jordan

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### **INTRODUCTION**

Employee's performance is the key element to achieve organization goals as it increases the effectiveness and efficiency of the organization. It prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area (Elnaga and Imran, 2013). Hence, the success or failure of any business mainly relies on its employee's performance. Nevertheless, the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization. Throughout the literature, there are many factors found to have a significant impacts on the employee's performance such as flexible scheduling, incentives organization culture, working environment and training. Employees training consider as one of the important factors that save time and cost (Baum and Devine, 2007) even though, it is costly to give training but in the long run it give back more that it took (Flynn *et al.*, 1995; Kaynak, 2003). It is sort of investment by the firms that not only bring high return on investment but also supports to achieve competitive advantage (Elnaga and Imran, 2013).

In tourism industry, human resources consider one of the most important assets because human resource

quality determines service quality, service delivery efficiency and customer satisfaction. Hence, employees training in tourism industry has become as an investment that aims at providing employees with information and administrative, technical skills required to carry out their work in efficient and effective way. However, the success of training program depends on the well-preparation and implementation that finally leads to satisfy the needs of trainees and enhance their knowledge and as well as their skills. Therefore, the implementation of an effective training process at all levels of management has a significant impact on the performance of the employees.

**Problem of the study:** Training plays a vital role in improving performance and eventually putting companies in the best position to face competition and stay at the top. This means that there is a significant difference between the organizations that train their employees and organizations that do not (Gana and Bababe, 2011; Jabeen, 2011). The literature review showed that the development of organizations is directly dependent upon the performance of the human element through work quantity, quality as well as speed of work achievement which reflects on the overall performance in the organization. However, there is a lack of previous Arabic studies in the sector of tourism and travel industry especially in Jordan in terms of investigating the impacts

of training on the employee's performance at the travel and tourism institution. Therefore, the present study tends to overcome this issue and provides insight and recommendations for the Jordanian travel and tourism organizations by determining how training influencing the employee's performance at the tourism and travel institutions in Jordan.

**Objectives of the study:**

- To investigate the meaning and importance of training to workers at travel and tourism institutions in Jordan
- To explore the relationship between training and employees performance at travel and tourism institutions in Jordan
- To develop guideline for assessing the employee performance at travel and tourism institutions in Jordan

The main goal of the current study is to identify the impact of training on employees' performance. This main objective is divided into the following sub objectives:

- Identify the impact of training on quantity of work
- Identify the impact of training on quality of work
- Identify the impact of training on speed of work achievement

**Questions of the study:** This study seeks to answer the following main question:

- Is there an impact of training on employees' performance?

This main question is divided into the following sub questions:

- Is there an impact of training on quantity of work?
- Is there an impact of training on quality of work?
- Is there an impact of training on speed of work achievement?

**Limitations of the study:** This study is limited to investigating the training programs and their role in influencing the employees' performance at travel and tourism institutions in Jordan from the perspective of the chairmen of these institutions in addition to the employees. More specifically, this study dealt with travel and tourism institutions in the capital city of Jordan, Amman because most of the tourism institutions are found there. As for the period of the study, it is noteworthy that the study was conducted in 2014.

**Hypotheses of the study:** In order to achieve the study objectives, the following main null hypothesis has been developed:

- $H_0$ : there is no statistical significant impact of employees training on employee's performance

The main null hypothesis is divided into the following sub hypotheses:

- $H_1$ : there is no statistical significant impact of employees training given by travel and tourism institutions on their quality of work
- $H_2$ : there is no statistical significant impact of employees training given by travel and tourism institutions on their quantity of work
- $H_3$ : there is no statistical significant impact of employees training given by travel and tourism institutions on their speed of work achievement

**Literature review:** Horng and Lin (2013) conducted a study with the title "training needs assessment in a hotel using 360 degree feedback to develop competency-based training programs". Their study devises a competency-based training framework incorporating Training Needs Assessment (TNA). A case study and importance-performance analysis are adopted to identify competency gaps. Based on the managerial competency framework, the importance of competency is determined using the fuzzy delphi and the performance is estimated via 360 degree feedback. The result showed that the effectiveness of TNA was confirmed and the TNA framework can be applied to other hotels to optimize training programs.

Elnaga and Imran (2013) conducted a study aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The study found that those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage.

A study conducted by Al-Madhoon and Sadyah aimed at evaluating the training process of employees working in technical faculties in Gaza Province from the perspective of trainees. The study found that the faculties did not follow policies that might encourage and enhance employees to take part in the training process. In addition, the training process in higher-supervision faculties and faculties affiliated to ANRWA were better developed than public-supervision faculties. As a result, the

study recommended with the necessity of creating administration specialized in training and human development in the Ministry of higher education in order to improve employees in the technical faculties.

Badado explore the reality of human resources in the Jordanian tourism sector throughout concentrating on the economical and human factors of tourism development. In addition, the study investigates how to make harmony between the increasing tourist development and the limited human resources. The findings indicate a diversity of stuffs in charge of hotel and tourist education, the absence of coordination and the lack of reference has been found. In addition, unavailability of the scientific competences to perform training and education process in the tourism sector and finally, hotel courses do not keep up with projects progress and labor market demands. As a result, the study recommended with the necessity of creating higher council for hotel training and instruction to embed policies and procedures of hotel education.

On other side, a study provides an evidence of the positive impact training when delivered to hotel employees in such way that there is a support of the organization, adequate resources and the peer support of colleagues. Then, it will have a greater effect on intention and actual behavior of the food handler increasing the likelihood that safe working practices are carried out at all times (Seaman and Eves, 2006).

Al-Refaey and Athary conducted a study aimed to identify the type of evaluation programs used in 51 Kuwaiti public institutions and demonstrate challenges facing these programs and how training could be developed. The study showed that questionnaire, performance record and observation were the most commonly used methods in evaluation of the training process. In addition, the study showed that the high-cost of the evaluation process and the suitable evaluation method that could be used for many training programs were the main challenges facing Kuwaiti organizations.

Hashim (2001) conducted a study with aim of recognizing the customers and government's impact on the evaluation of training process. The results showed that an effect of government and customers on training evaluation in terms of guiding training and access to the better results. In addition, practicing training evaluation has been widely criticized by customers.

Closely related to the previously mentioned study, Mulder (2001) implement a special model of evaluation of training programs to enhance and improve the results of training programs evaluation. This model aims to identify the quality of training program in serving projects' managers. The results were convinced toward this model

as it depends on affective bases and the model was suitable for project aiming to accomplish an education results and changing work achievement successively.

A study conducted by Griffin and Neal (2000) shows that training and knowledge about work place safety and motivation to perform safely influences individual reports of safety performance and mediated the link between safety climate and safety performance.

A study conducted by Garavan (1997) provides an evidence of the positive impact that social skills training can have on improving the quality of customer service within a hotel environment. The customers in that study reported that the overall quality of service improved during the time the receptionists were receiving social-skills training.

The findings from previous reviewed studies showed that the training has positive impacts on the employee performance especially in hotel and tourism industry in terms of social skills, quality of customer service, employee safety performance, employee loyalty and many other factors. Furthermore, the employee participation can improve the process of training programs design and deployment and this participation will also motivate the employees to show better performance after the training programs have are delivered. As such, there is a need of full understanding of the requirement of employees regarding training in such way that the performance is checked in accordance to the training programs already been delivered.

**Performance of the employees:** Performance in general deals with the outcomes, results and accomplishments achieved by a person, group or organization where organization performance focus on the organizational ability to meet the customer's needs, compete in the market, carry out the strategies related to the organization and achievement of the goals. On the other hand, individual performer related to the people that are performing activities related to work (Marcoulides and Heck, 1993).

The concept of employee performance means the goals that institutions seek to achieve through their employees. It connects activities and goals via employees' duties inside institutions. It is the individuals' responsibilities, activities and duties that their work consists of which should be done in the right way with taking into consideration the qualified employees' abilities to do them. Employee's performance can be defined as doing different activities and duties that their work consists by Al-Rabayah. It is the achievement of

specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Cooke, 2001).

**Objectives of performance evaluation:** Several objectives can be achieved though applying incentive evaluation systems. One of the most important evaluation systems is choosing qualified individuals whose abilities and qualifications suite the required work. Therefore, it is possible to say that evaluating performance can offer standard and scientific bases used to promote individuals such as giving bonuses and incentives in order to increase the production and improve its quality. In addition to this, evaluating performance can also show the personal qualities of the employees that need training also such evaluation may suggest some steps to improve this performance Al-Rabayah. Finally, performance evaluation program raises the morale of the employees by appreciating their efforts which results in improving their salaries.

**Ways of measuring the performance of the employees:** If the employees do not apply what they learned, the program will be failure even if training course has taken place. Therefore, there is nothing more important than measuring the level of employees' behavior as a result of the training not only to see if behavior has changed but also to find the reasons why change has not happened. The effectiveness of training depends ultimately on whether the learned outcomes are used in the workplace (Salas and Cannon-Bowers, 2001).

**The amount of the effort:** It refers to the amount of the physical or mental energy that the individual spends in a specific period of time in the work in addition to the speed in performance.

**The quality of the effort:** It refers to the level of the quality of the done work and the degree of matching between the done work and some specific standards. Some kinds of work are not measured by the amount or the speed of performance but rather by the degree of error-free performance and matching between the production and the required standards.

**Manner of performance:** It is the way in which the work duties are done. For example, performance can be measured through the manner of performance, measuring problem-solving strategies or in problem detecting.

**Rates of performance:** It refers to the process in which the evaluator increases the employee's productivity in order to determine the efficiency, the quality and the

amount of the employee's work in a specific period. Then, he compares the employee's done work with the specified rate (Uddin *et al.*, 2012).

In the current study, employee performance will be measured through the dimensions of: quantity of work, quality of work, speed of work achievement.

**Training and its impact on employee performance:** By definition, training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. It was defined also as the purposeful efforts aiming to provide individuals with information and knowledge that provide him with the required skills needed to perform work and develop his skills, knowledge and experiences that could double his competence. It is a process of building up confidence of employees at workplace in terms of better performance. Training plays an important role in human resource development to achieve objectives in the organization.

Without doubt, by providing complete training package organizations could develop and enrich the quality of the current employees (Bartel, 1991). The literature provides many evidences of the significant role of employees training on organization and employees performance (Ng, 2005). Through, training and the development of employee knowledge, skills, ability, competencies and behavior, the employee performance in the organization will be enhanced (Gana and Bababe, 2011; Jabeen, 2011). Employees training develop the services and goods presented to customers that lead to the satisfaction of the customer and enhancing hotels compatibility. Further, decreasing of errors and accidents levels at work which leads to high quality product as a result of the good training applied on employees. Finally, training enhances workers' self-confidence, self-reliance and self-respect in addition to raising employees' moral.

## MATERIALS AND METHODS

**Data collection:** In order to cover the theoretical part of the study, several books, publications and other theoretical references relevant to the topic were reviewed. Descriptive analytical approach of data analysis was used through field survey of the statistics community that is the employees at travel and tourism institutions in Jordan and then analyzing the collected data by using statistical analysis program SPSS (Statistical Package for Social Sciences) for testing the hypotheses through regression analysis, depending on a questionnaire as a major tool in collecting the needed data for the topic of the study.

**Validity test of the tool of the study:** The superficial validity of the measurement method was proved through presenting the questionnaire to some experienced instructors at Irbid National University (INU) who are specialized in order to benefit from their experiences. The instructors' comments were helpful for enriching the study by making modifications to some paragraphs related to the language structure, clarity and the harmony of the study field. Cronbach alpha test was used to test the validity of the study's method; the score ranged between 69 and 79% for all of the questionnaire's paragraphs which are good compared to the acceptable percentage which is 60%.

**Measurement methods:** Five points Likert scale was used in this study in order to present the questions of the questionnaire. The scales were divided as: strongly disagree, disagree, neutral, agree and strongly agree. Based on these scales, the sum of these scales was 15 and therefore, the average is  $15/3 = 3$ .

To measure training programs, items were adopted and modified from previous research by Galanou and Priporas (2009).

**Characteristics of the sample of the study:** The population of the study consists of travel and tourism institutions. The sample was chosen randomly and it consisted of 28 institutions found in Amman. As for the respondents of the sample, they were 44 employees who received questionnaires. The 41 questionnaires were returned which forms 93% of the sample. Repetitions and percentages related to the personal information of the sample were extracted as shown in the following Table 1.

Table 1: Personal information of the study sample

Samples	Repetition	Percentage
<b>Gender</b>		
Male	28	68
Female	13	32
Total	41	100
<b>Qualification</b>		
Diploma or less	17	41
Bachelor	22	53
Graduate studied	2	6
Total	41	100
<b>Years of experience</b>		
<5 years	24	59
5-10 years	10	24
10-15 years	4	10
15 more	3	7
Total	41	100
<b>Job description</b>		
Manager	3	7
Chairman	14	34
Executive	24	59
Total	41	100

We can assimilate from the Table 1 above that the highest percentage was the male sample reaching 68% which is higher than that of females reaching 32%. This might be attributed to declining a huge ratio of females from working at tourism sector in Jordan. We as well deduce that the higher ratio is for those males having BA degree reaching 53% followed by diploma degree (<41%). The least is for those receiving higher educational degrees reaching 6%. This may be attributed to the reason that industry sector is considered an applicable sector that requires experience rather than do higher degrees. The higher ratio is for the sample individuals who have a <5 years experience reaching 59% followed by those individuals having from 5-10 years experience reach 24% and those who have a >15 years experience reaching 0%. It is obvious that working at such firms does not require a long experience whereby most of their workers having a <10 years experience reach 83%. As for position title job, most of the ratio is for executives whose ratio reaches 59% followed by Chairman 34% and finally managers 7%.

## RESULTS AND DISCUSSION

**Analyzing the results of the study:** The following study explains the results of the descriptive statistical test of the study variables.

Table 2 above shows the attitudes of the study sample towards the quality of work in Jordanian travel and tourism institutions. The arithmetic means ranges between 3.1 in their least range for the part "training programs help me to reduce errors" and 4.2 in their highest range for the part "training programs help me to improve work continuously". The general arithmetic mean was close to the neutral level with an arithmetic mean reaching 3.5; this shows a good level of the quality of work in Jordanian travel and tourism institutions provided by their employees.

Table 3 shows the arithmetic means of quantity of work paragraphs that ranged from 3.1 in their least limit to 4.3 in their highest limit. The general arithmetic mean was 3.6 which demonstrate a big percentage of quantity of work for the employees at Jordanian travel and tourism.

Table 2: Descriptive statistics of quality of work

Quality of work	Mean	Standard deviation
I do my job according to the required quality standards	3.4	0.823
Training programs help me to improve work continuously	4.2	0.613
Training programs help me to achieve the work within the required specifications	3.6	1.030
Training programs help me to reduce errors	3.1	1.045
I pay attention to the quality of the services given to the beneficiaries	3.4	0.894
I follow the instructions and regulations at work	3.6	0.992
Grand mean of quality of work	3.5	-

Table 4 explains the attitudes of the sample towards the speed of work achievement at Jordanian travel and tourism institutions. The arithmetic means ranges from 3.2 in their least limit for the paragraph “training provides the possibility of doing business tasks easily”. To 3.9 in their highest limit for the paragraph “training programs help me to provide effort”. The general arithmetic mean was close to the neutral level with an arithmetic mean reaching 3.6.

Table 5 shows the arithmetic means of training paragraphs that ranged from 2.8 in their least limit to 4.3 in their highest limit. The general arithmetic mean was 3.5 which show a big percentage of training for the employees at Jordanian travel and tourism institutions.

**Correlation analysis:** In order to obtain understanding of the relationship between variable used in this study, the computation of the Pearson correlation coefficients was performed. Correlation analysis was conducted on the data of the survey based on the independent variable of training against the dependent variables of quality of

work, quantity of work and speed of work achievement. A majority of correlation values of the variables showed correlations coefficients with values below 0.54. These generally indicate weak and medium associations between variables. The correlations within the three employee performance dimensions are examined and shows that are significantly correlated. In terms of training and employee performance dimensions, the correlations are generally positive. A weak correlation has been found between training and the speed of achievement ( $r = 0.14$ ) and medium correlations between the quality and quantity of work with training ( $r = 0.34; 0.37$ ), respectively. These findings give indication that training is not the major (or only) variable influencing the employee performance.

To examine the multi-collinearity among the variables in this study, Variance Inflated Factor (VIF) and tolerance tests were adopted. Tolerance is defined by Hair as the amount of variability of the selected independent variable not explained by the other independent variables while VIF is the opposite of tolerance value. For the purpose of this study the two tests were conducted to determine the multi-collinearity assumption and the values of VIF and tolerance used showed no multicollinearity between the variables as their values  $<10$  for the VIF and  $>0.10$  for tolerance as suggested by Field (2005).

**Hypotheses testing:** The multiple liner regressions were used to test the hypothesis of the study. The interruption of the regression analysis is based on the standardized coefficient beta,  $R^2$  and if its calculated value was higher than its tabulated value which provides evident whether to support the hypotheses stated earlier. Since, regression analysis is very sensitive to outliers (standardized residual values above 3.0 or  $<3.0$ ); it was deleted by casewise diagnostic in the regression analysis in SPSS package.

Table 6 indicates the results of the regression analysis for testing the main hypothesis of the study in

Table 3: Descriptive statistics of quantity of work

Quantity of work	Mean	Standard deviation
Training helps me to achieve a larger number of tasks	4.3	0.568
I have the ability to deal with troubles at work	4.0	0.567
I finish the required work even if it requires extra efforts	3.1	0.592
I am willing to work harder	3.1	0.594
Grand mean of quantity of work	3.6	-

Table 4: Descriptive statistics of speed of work achievement

Speed of work achievement	Mean	Standard deviation
Training programs help me to save time	3.6	1.030
Training programs help me to provide effort	3.9	0.956
Training programs help to me achieve greater flexibility in work	3.6	0.902
Training provides the possibility of doing business tasks easily	3.2	1.039
Grand mean of speed of work achievement	3.6	-

Table 5: Descriptive statistics of employee training

Training	Mean	Standard deviation
I can accomplish job tasks better and faster after having the training	4.3	0.752
Personal relation do not interfere with the employees' participation in the training	3.8	0.874
The company provides yearly systematic training plan	2.8	0.771
Training plan based on employees' training needs	4.0	1.023
Company believes that training is the best way to acquire necessary skills to their employees	3.6	0.987
The company involve all employees in training courses	3.2	0.654
Training plans and programs of the company are under of continuous development in accordance with any developments	2.9	0.545
Grand mean of employee training	3.5	-

Table 6: results of the regression analysis for testing study hypotheses

Hypotheses	Dependent variables	F calculated	F tabulated	R <sup>2</sup>	Beta	Sig. F; p<0.01
Main hypothesis 1	Employees performance	13.544	1.97	0.189	0.434	0.00**
Sub hypothesis 1-1	Quantity of work	08.564	1.32	0.054	0.201	0.00**
Sub hypothesis 1-2	Quality of work	07.788	1.55	0.069	0.132	0.00**
Sub hypothesis 1-3	Speed of work achievement	12.545	1.84	0.112	0.211	0.00**

addition to the three sub-hypothesis. For the main hypothesis, the  $R^2$  obtained indicates that training account of 18.9% of the variation in the employee performance. The value of beta is 0.434 and the value of calculated F (13.544) which is higher than tabulated F-value (1.97) at the confidence level ( $\alpha \leq 0.05$ ) and the value of statistical significance level is 0.000 which is less than the value of the confidence level ( $\alpha \leq 0.05$ ). Based on the result, all four null hypothesis was rejected and thus, the alternative hypothesis is accepted in an indication that there is a statistical significant impact of training on employee's performance.

In terms of the influence of training on quantity of work, the result of simple regression shows that training account for 5.4% of the variance. The value of beta is 0.201 and the value of calculated F (8.564) which is higher than tabulated F-value (1.32) at the confidence level ( $\alpha \leq 0.05$ ) and the value of statistical significance level is 0.000 which is less than the value of the confidence level ( $\alpha \leq 0.05$ ). Based on the result, the null hypothesis was rejected and thus, the alternative hypothesis is accepted in an indication that there is a statistical significant impact of training on the quantity of work.

In terms of the influence of training on quality of work, the result simple regression shows that training account for 6.9% of the variance. The value of beta is 0.132 and the value of calculated F (7.788) which is higher than tabulated F-value (1.55) at the confidence level ( $\alpha \leq 0.05$ ) and the value of statistical significance level is 0.000 which is less than the value of the confidence level ( $\alpha \leq 0.05$ ). Based on the result, the null hypothesis was rejected and thus, the alternative hypotheses is accepted in an indication that there is a statistical significant impact of training on the quality of work.

In terms of the influence of training on speed of work achievement, the result of simple regression shows that training account for 11% of the variance. The value of beta is 0.211 and the value of calculated F (12.545) which is higher than tabulated F-value (1.84) at the confidence level ( $\alpha \leq 0.05$ ) and the value of statistical significance level is 0.000 which is less than the value of the confidence level ( $\alpha \leq 0.05$ ). Based on that the null hypothesis was rejected and thus the alternative hypothesis is accepted in an indication that there is a statistical significant impact of training on the speed of work achievement.

To investigate which factor has the most influence by employee training, the beta values were used. The beta for quality of work is 0.13 and the beta for quantity of work is 0.20 while the beta for speed of work achievement is 0.21. The result indicates that training has

the most influence on the speed of work achievement flowed by quantity of work and finally the quality of work.

## CONCLUSION

The result showed that the perception of the employees at the Jordanian travel and tourism institutions regarding the training program provided by their institutions was quite high. In particular, they believe that their companies consider training as a good way to develop their employees skills and performance. However, they believe that their company might not be providing yearly training program in a systematic way and training plans and the programs of the company are not under of continuous development in accordance with any developments. In terms of employees performance, they consider training a good tool to help them to achieve a larger number of tasks and gives them the ability to deal with troubles at work in addition to improve their work continuously. A weak and medium associations between study variables are found. In terms of training and employee performance dimensions, the correlations are generally positive. A weak correlation has been found between training and the speed of achievement ( $r = 0.14$ ) and medium correlations between the quality and quantity of work with training ( $r = 0.34; 0.37$ ), respectively.

The study found a statistical significant impact of training on employee performance in general. More specifically, the results showed that there is a statistically significant impact of training on the three dimensions of employee performance (quality of work, quantity of work and speed of work achievement). The researcher reply these results that the concept of training is a process planned to facilitate learning so that people can become more effective in carrying out of their duties to improve organizational performance through the increasing level of individual competences.

## RECOMMENDATIONS

Counting upon the study results, we exhibit here the most important recommendations for Jordanian travel and tourism institutions that are still under study as follows: travel and tourism institutions shall commit to pay attention to training program and put it into force for it has several advantages. The institutions' success relies in the first place, upon working individuals' performance. In this sight, Jordanian travel and tourism institutions should take care of workers as they do of beneficiaries and shall work on having them trained in order for their abilities and skills to be improved.

Training alone is not the only answer to improve employees performance. Training impacts and evaluation

gives guidance to organizations on their investment on human capital investment because it is a means of determining whether or not the training has been of value to the business (Galanou and Priporas, 2009). Therefore, future research avenues could be conducted in tourism industry but in different sectors such as in five star hotels or incorporating different variables that have explanations regarding employees' performance such as incentives, working environment organization culture and leadership style.

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