

The Role of Training on Employee Performance: A Case of Chain Hotels in Burayu Town, Oromia Regional state

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Abstract

The aim of this study is to investigate the interface between training and employee performance in chain hotels located in Burayu Town. The specific objectives were to assess the nature of training practice used in the Hotels and to investigate if there is a relationship between training practice, delivery mode and employee performance. This research has reviewed previous literature to assess the relationship between training practice, delivery mode and employee performance.

To achieve this objective, descriptive research design were used to analyze the data collected through questionnaire from a sample of 66 hotel employees. These respondents were selected using simple random sampling method. The questionnaires were analyzed using descriptive statistics, one way ANOVA ,correlation and regression with the support of statistical software program namely Statistical Package for Social Science (SPSS version 20) for analyses and summarization purposes.

The finding reveals that the relationship between Training Practice, Delivery Mode, and employee performance is positive and significant. The research has confirmed that training has a relationship with employee performance. Based on the findings of the study, the researcher recommended that the hotels should introduce more training programs for employees, which are more suitable to the skills needed at work, as well as they should give employees equal opportunities for attending the training courses.

Key words: Employee performance, training practice, training delivery method

1. INTRODUCTION

1.1. Background of the study

Because of fast technological advancement and other factors the world is changing rapidly. In order to be a part of this changing world, making the best use of the personnel's abilities became of tremendous significance in the businesses, Therefore Human Resource Management needs to be carefully considered and implemented (Christina Pomoni, 2009). Training is a part of the human resource development, along with the other human resources activities, such as recruitment, selection and compensation. It helps the employee become an effective problem solver. Practical experience can be taught and guided in the training; employees will learn the methods of solving problem or complaints during training (Daft, 2003).

The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance. Organizations help their people learn new skills so as to be able to perform well. It has been confirmed that organizations with more progressive people - oriented policies have excelled, leaving the competition behind. This is mainly because when organizations invest in people, in their training, what they get in return is higher skill and greater competence that improves morale and productivity. As people's growth is linked with the organizations growth in view of long- term profitability, organizations need to invest in their people. Some researchers argue that training contributes significantly to the performance of an organization, implying an affirmative link sandwiched between human resource systems and organizational performance (Osman et al, 2011). On the other hand, there are others whom are not certain that training is important. Today, hospitality sector is one of the fastest growing sectors. This sector can be classified into hotel industry, travel and tourism, restaurants, pubs, clubs and bars, contract catering, and aviation. The major challenge of this sector is shortage of skilled employees along with the challenge of attrition rate. It is also the fastest growing sector in Ethiopia (BOFED, 2013). It is Expected even to grow more in the coming years. Many international hotels including Sheraton, Radisson, Ramada, Hilton, golden tulip and Marriott are already established and still expanding. So the need for training is high in order to provide a service which is expected to be similar with the rest of the world.

The hospitality industry, from which hotels are a main part, is service intensive and consequently relies heavily on its human resources. For a whole hotel to operate smoothly, it needs the involvement of staff of all departments: from the departments directly dealing with guests like Front Office,

Housekeeping, Food and Beverages to back-office departments such as Accounting or Engineering. How their works is managed directly impacts to the service, thus to the guests' satisfaction (Hayes & Ninemeier2009, 7). Human resources management, therefore, plays a vital role in the hospitality operation. Training is an essential and inseparable part of the human resources management, especially in this industry. Though an employee once recruited into a specific position is expected to best suit the job description, it is unlikely that he possesses all the skills and knowledge required and immediately becomes fully functioning (Decenzo & Robbins

2007, 204). A newcomer often needs months to learn the goals, rules, regulations, structure and working culture of the organization to adapt and get in the same pace with other colleagues. This is where training takes its first role of guiding and helping the employees adjust their qualities fit to the organization needs as soon as possible. The process of training goes on following the employees' career path to help them improve their abilities for further career development. Regarding the hospitality operations, training acts as a strategic tool to implement the differentiation strategy by creating a team of high quality staff to provide an exceptional level of service and to meet the guests' expectations. Here it can be seen how important staff training is to the brand building and to the success of a hospitality business. (Sommer ville 2007, 208).

Training is one of the most appropriate ways to increase the productivity of individuals and meet organizational goals. Even if training is so important in the hotel industry, we are seeing number of non-trained employees hired in many hospitality organizations. As the global trend is changing rapidly, Human Resource Management needs-to be carefully considered and implemented. It should be able to deal with the effects of the changing business world, which means that people who work in the Human Resources Department have to be aware of the implications of globalization, technology changes, workforce diversity, and changing skill requirements, the contingent workforce, decentralized work sites, and employee involvement etc. Because when either one aspect of above changes in the working process, it could change the whole business operation, therefore, it is important for the Human Resource Department to be prepared and to take control. Therefore, training and employee performance have become the foundation of a new era of managing a diversified workforce against a background of globalized world. In this context, understanding the relationship between training and organization performance presents an opportunity for the hotels, as highly skilled and committed workers can assist them in achieving high performance. On this basis, the

objective of this study was to investigate and verify the relationship between training and employee performance.

1.2. Statement of the problem

Knowledge and skills needed by an organization can be provided to learners through training (Fitzgerald, 1992) because not all employees will come to the job with complete knowledge and experience necessary for performing assigned tasks. Therefore, most organizations consider the development of human resources as important investment effort towards the development of the performance of the organization. Human resource department has a role to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance (Goldstein & Ford, 2002). The main method suggested for human resource development is the provision of training.

The hotel industry in Ethiopia is highly growing from time to time. The Burayu Town is becoming one of the choices of international and chain hotels. That is why the branded chain hotels are starting their operation in Burayu and some of them are under construction. Investment by major operators evidenced that luxury is coming to the growing nation. However, these hotels are forced to hire non-trained employees in their organizations because there are no enough universities and institutes in the country that provide skilled people to the Growing industry to fulfill their employees demand (kalkidan, 2014).

Despite the increasing effects of training on employees, there is still limited literature on human resource development issues in developing countries and increasing concerns from customers about low quality services in the hospitality sector. It is further worth noting that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Specifically, in Ethiopia, there are only few researches which focused on the relationship between training and employee performance in the hotel industry. As per the knowledge of the researcher there is only one study which is done by Eskindr Habte which focused on the relationship between training and employee performance. His study conducted on star hotels but this study done in chain hotels on which no researches related with training and organizational performance have done .Because of this, this study attempts to contribute in filling the knowledge gap on relationship between training and employee performance in the hotel industry of Burayu.

1.3. Research objective

1.3.1. General Objectives

The general objective this study is to assess role of training on employee performance in the case of Chain hotels in Burayu Town, Finfinne special zone, Ethiopia.

1.3.2. Specific Objectives

1. To assess the nature of training practice used in chain Hotels in Burayu Town.
2. To identify the relationship between training practice and employee performance in chain Hotels located in Burayu Town.
3. To find out if there is a relationship between training delivery method and employee performance in the chain Hotels located in Burayu Town.

1.4. Research questions

1. What is the nature of training practice used in chain Hotels in Burayu Town?
2. How to identify the relationship between training practice and employee performance in chain Hotels located in Burayu Town?
3. What is the relationship between training delivered method and employee performance in the chain Hotels located in Burayu Town?

1.5. Significance of the study

Although different studies might be conducted to assess the interface between training and employee's performance, however the significant relationship of training and performance on the hotel sector especially on international chain hotels has not yet been reflected and documented. Thus, this study would have some important inputs to pinpoint vital hypothesis to the subject. As an academic exercise, it will afford the opportunity to contribute knowledge, improve upon this research experience and provide a basis for further research. The study was beneficial to hotels in recognizing the need to train their employees for a better performance. This research work is not only going to benefit hotels but any firm that want to sustain its competitive advantage achieved through investment in the human capital of the firm. This is because there is a shift in the world economy from financial base to intellectual capital. This research paper will also have its own share in assisting the researcher to contribute to the growth of the hotel industry by maintaining well trained man power. In general, this study helps existed and incoming hotels to review and evaluate their concern on the importance of training towards the accomplishment of their goals.

1.6. Scope of the study

This study mainly focuses on the relationship between training and employee performance on the hospitality industry, specifically the study emphasizes on chain hotels located in Burayu Town, and the study area concerned about assessing the training practice and method of trainings given in the hotels and it's relation with employees performance.

1.7. Limitation of Study

The main limitation of this study is the sample size of the population of interest. The sample size was small; hence making it difficult for the results to be estimated accurately because a large number of respondents are necessary for the findings to be generalized able to the real population. The other problem incurred at the time of the research was that, as it is conducted in hotels, the working hour of the staffs was classified by 3 schedules .That means they don't have similar office hours and they were busy most of the times serving their customers. So that it makes the researcher to be present in every schedule and for longer time. Most of them were also not volunteer to fill the questioners as they were tired at the end of their schedules. Therefore, these limitations and suggestions should be captured in future research of the same nature, i.e., the role of training on employee performance.

1.8. Organization of paper

This paper is organized into five chapters. The first chapter is an introduction which includes background of the study, problem statement, objective of the study, research questions, significance of the study and scope and limitation of the study. The second chapter is review of related literatures which consists theoretical background and important findings from different literatures. The third chapter involves methodologies applied in the study. Chapter four presents the result and discussion of the study. Finally, the last chapter gives conclusion and recommendations of the study.

2. REVIEW OF RELATED LITERATURE

2.1. Training

"Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management." (Sommerville 2007, 208). "Training, in the most simplistic definition, is an activity that changes people's behavior." (McClelland 2002, 7) As discussed earlier Staff Training is an indispensable part of Human Resource Management activities, more and more companies have realized how important it is to maintain training in the changing and complex work environment. Training is designed to provide learners with the knowledge and skills

needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (1964) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhance quality and market share, reduce turnover, absence and conflict. In contrast, training has been criticised as faddish, or too expensive, and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance.

The knowledge and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems. Most organizations invest in training because they believe that higher performance will result. However, the theoretical framework for the relationship between training and firm performance has been subject to considerable debate. Devanna, Formbrun and Tichy (1984) proposed a model which emphasizes the interrelatedness and coherence of human resource management (HRM) policies and performance. According to their model, training and other HRM activities aim to increase individual performance, which is believed to lead to higher firm performance. Guest (1987) developed a theoretical framework to show how HRM policies can affect human resources and organizational outcomes. The strength of Guest's model is it is a valuable analytical framework for studying the relationship between HRM policies and Organizational performance, because it expresses pathways for more careful, clear and ease of empirical testing. He saw commitment as a vital outcome concerned with the goals linking employees with the firm performance as the goal of quality is important to ensure the high quality of products and services. Therefore, training and development policy plan play an importance role in HRM and contribute to improved strategic integration, employee commitment, flexibility and quality. HRM outcomes can then lead to high job performance, high problem solving activity, high cost effectiveness, and low turnover, reduced absences and fewer grievances.

2.1 The importance of staff training

Staff training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business. With the development of the technologies and the whole business environment, employees

are requested to be more skilled and qualified, even if you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs organized staff training if wants to be competitive among others. Staff training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit was built between employees and management team within the process. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements. Training could be enormously demanding and should be in-depth; lack of training or poor training brings out high employee turnover and the delivery of substandard products and services. (Sommerville 2007, 208).

Benefits of staff training

Staff training enhances the capabilities of employees and strengthens their competitive advantage. Effective training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from staff training, customers and guests benefit as well, because of the received quality products and services. (Sommerville 2007,

210)

Benefits to the Employee

According to Sommerville 2007 training increases job satisfaction and recognition of the employee. During the training, employees was introduced what the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. He also stated that training encourages self-development and self-confidence among employees. After systemized training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the training, they was more confident with their work, so that better services was provided. Training also helps to clearly identified career opportunities of employees. Employees gained not only professional knowledge and skills during training, training also broads their choices on setting career targets. They can get the opportunity to get to know other positions, increases the possibilities of promotions in the meantime. It helps the employee become an effective problem solver. Practical experience can be taught and guided in the training; employees will learn the methods of

solving problem or complaints during training. It allows the employee to become productive more quickly. By training, employees get familiar with their work tasks, advanced knowledge and techniques which improve their capabilities, increases productivity. (Sommerville 2007, 209)

Benefits to management

To management, Training aids in evaluating employee performance. People who are responsible for training will find out those employees during training, who are quick learners, who have better knowledge and skills, so that different methods of training can be chosen, therefore, better results was acquired. (Sommerville 2007, 210) It also aids in sustaining systems and standards. Within the training, an employee was introduced to the principles and standards of the hotel, together with the policies and procedures; hence hotel can sustain its standards and system with the help of training. It also helps management to identify employees for promotions or transfers. During the training, employees' abilities and personalities was easily identified by experienced trainers, or some employees are more suitable for other positions, hotels can adjust and make best use of employees' knowledge and abilities. (Sommerville 2007, 210) According to Stewart, 1996, training ensures that the people implications of change are raised and understood by the organizational decision makers.

Benefits to organization

According to Sommerville 2007, Training leads the organization to improved profitability. Owing to the growth of productivity and better services after training, it is more promised for the hotel to have more profits in return. Brookes, 1995 mentioned that training reduces accidents and safety violations in the organization. Without organized training and guidance, especially employees who work with dangerous facilities, accidents are easily occurred, training can help organizations to prevent accidents. Brookes, 1995 also said that training reduces wastage and costly employee turnover. Wastage and damages in different departments are commonly found out in hotel operation, with the help of staff training; unnecessary wastage and damages can be avoided. Regular trainings can decrease work pressures and employee turnover, as a result, less labor cost was spent and better service can be achieved. Training also aids in organizational development. Hotels need to develop their technologies and way of working in order to be competitive, and staff training assures the competitiveness, because training will bring good quality, effectiveness and loyal customers to the hotels. (Sommerville 2007, 210).

2.2 The training process

Go et al. (1996) advocate the need for a systematic approach as outlined in their nine-step approach to developing training within the organization.

Step 1: Assessing training needs

Analyzing training needs is a crucial part of HRD as the identification of needed skills and active management of employee learning is integral to developing corporate and business strategies. Many would argue that for training to be effective it is necessary to discern not only the training needs of the individual and the group, but also how their needs fit the overall organizational objectives. Essentially then training needs analysis allow for an appreciation of the need to ensure that there is a fit between training and the company culture, strategy and objectives.

Equally, the training needs of the individual needs to be reconciled with those of the organization. In terms of developing a training needs analysis aspects such as job descriptions, job analysis, person specifications or whether performance objectives agreed at appraisals have been met may all potentially be useful indicators.

Step 2: Preparing the training plan

The training plan is concerned with outlining what needs to be done based on the training needs of individuals, departments and the organization as a whole. In effect the training plan provides an outline sketch of what the training should address, as well as considering practical aspects such as the method, time and location of the training.

Step 3: Specifying the training objectives

A key question to be asked before the training is operationalized is: what are the training objectives? It is important when employees are undertaking training that they understand what they should be able to accomplish when the training program has been completed.

Step 4: Designing the training program

Go et al. (1996) suggest a number of issues need to be considered in designing the training program, including:

- ◆ Program duration.
- ◆ Program structure.
- ◆ Instructional methods.
- ◆ Support resources (e.g. a training facility) and the selection of training materials (e.g. videos)
- ◆ Training location or environment, which may also be determined by the task, for example, whether it involves practical skills.

- ◆ Instructor and instructor's experience.
- ◆ Origin of the training program.
- ◆ Criteria and methods for assessing participants learning and achievement.
- ◆ Criteria and methods for evaluating the program.

Step 5: Selecting the instruction methods

There are a multitude of methods that organizations can use to train and develop staff. All of these various methods will have both strengths and weaknesses and in that sense there is no one 'best' training method. Rather, there is a need for organizations to adopt a contingent approach to training in developing training methods. Although there are a great variety of training methods, generally most writers broadly categorize them into three different types of training, in-company on-the-job, in-company off-the job and external off-the-job, all of which are now briefly considered.

Step 6: Completing the training plan

With the establishment of the main design features and the methods which are to be used, the training plan can now be completed. Go et al. note that a complete training plan will have details about the target group (e.g. all service staff), the topic to be considered (e.g.customer handling), method(s) to be adopted (e.g.role play), time (e.g. two hours) and location(e.g.conference center)

Step 7: Conducting the training

Go et al. suggest that if other aspects of the nine-step approach are adhered to the training activity/program should be effectively delivered. Though rather like Marchington and Wilkinson they do also recognize a number of factors that might impact on the training, such as participant selection, ensuring the group feels comfortable physiologically and psychologically and ensuring the person delivering the training is properly prepared and has the right skills.

Step 8: Evaluating the training

The penultimate stage of the nine-step approach is to evaluate the training in order to glean feedback from the trainees. There are a number of methods of evaluating training, as identified by Holden (2004):

- Questionnaires or so-called 'happiness sheets' are a useful way to elicit trainees' responses to courses and programs.
- Tests or examinations are common in more formal training courses and are useful for checking the progress of trainees.

- Projects can be useful in providing useful information for instructors.
- Structured exercises and case studies allow for trainees to apply their learned skills and techniques under observation.
- Tutor reports allow for instructors to offer an assessment of the utility of the training.
- Interviews of trainees can be formal or informal, individual or group, or by telephone.
- Observation of courses by those responsible for devising training strategies can be very useful in the development of future training.
- Participation and discussion during the training, though this requires a highly skilled facilitator.
- Appraisal allows for the line manager and trainee to consider the success or otherwise of training that has been undertaken during performance reviews. Of course a combination of these methods can be used in evaluating training and it is likely to be important to incorporate both trainee and trainer feedback in assessing the success or otherwise of training interventions.

Step 9: Planning further training

After the training and its evaluation, training has, in effect, come full circle and the planning process can begin again.

2.3. Hotel industry in Ethiopia

A relative increase of investment is recently observed in the hotel & tourism sector. The hotel industry consists of many different services, including accommodation, restaurants, cafes and catering. The market for the hotel industry, especially classified hotels in a developing country like Ethiopia, is closely linked to the tourism industry, because a majority of consumers for the sector services come from international tourists. According to the United Nations Statistical Commission, tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year and staying at least 24 hours in the country visited. The total number of international tourists arriving in Ethiopia is steadily increasing. As the gateway of all international inbound, outbound and transit tourists! A passenger, Addis Ababa has been taking the lion's share in the county's tourist arrivals hosting an estimated 95-99% of the total international tourist arrivals. With an additional 39 million international tourists, up from 996 million worldwide in 2011, international tourist arrivals surpassed 1 billion (1.035 billion) for the first time in history in 2012. The African continent receives approximately 5% of international tourist arrivals in 2011. In the same year, there were over 50.17 million international tourist arrivals to Africa, an increase of 0.9% over 2010. Compared with other world countries, Ethiopia's share in international

tourist arrivals, increased from 0.03% in 2005, to 0.053% in 2011. The Inbound Tourist Arrivals in Ethiopia continued to grow from 76,844 in 1989, to 115,000 in 1999, 184,078 in 2004, 427,286 in 2009 and reaching

523,438 in 2011. During the year 2011, Ethiopia witnessed a positive tourist growth of 11.8 %

Over 2010. The compound annual growth rate in Inbound Tourist Arrivals in Ethiopia during 1989 to 2011 was 9.7 %.(Ebisa & Andualem 2013) Ethiopia has a small number of hotels which are, generally, of poor standard. For instance, when we compare the number of international standard hotels in Ethiopia with hotels in countries like Egypt, Morocco and Kenya we notice a big difference in number. The international hotel classification system is adopted in Ethiopia and hotels are classified into categories with stars from one to five and hotels without stars. According to Ministry of Culture and Tourism (MCT) Tourism Statistics Bulletin of (2009), the total number of hotels in Ethiopia in the year 2009 was 426. Recent data on the number of hotels in the country was unavailable. As a result, to estimate the total number of hotels in 2012, we can take a 20% growth rates over 2009 making it 511 hotels in the country. This number includes all five stars, four stars, three stars, two stars, one star and not classified categories of hotels.

2.4. Hotel industry in Burayu

Burayu is the special zone of Finfinne, Ethiopia where literally says the heartbeat of Addis Ababa. Burayu is now a diplomatic Town where many international institutions are located, the first hotel also founded by the two couples and named. From 1990-2005 there are many hotels from small to medium range has been developed throughout the country, especially to the western parts of the country many government hotels flourished following the tourist attractions of Ethiopia. (Ministry of Tourism, 2012). The hotel industry consists of many different services, including accommodation, restaurants, and cafes and catering. The market for the hotel industry, especially classified hotels in a developing country like Ethiopia, is closely linked to the tourism industry, because a majority of consumers for the sector services come from international tourists.

2.5. Conceptual frame work

After reviewing the literature it was found that there is a relationship between training and employee performance. Hence, training can be used as a tool to improve employee's performance through improvement of technical skill, functional skill motivation and loyalty. The review of the literature leads the researcher to construct conceptual frame work that illustrates the relationship between training and employee performance, in the presence of intervening variables.

3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology which was used in gathering the data, the population of the study, sample size and sampling procedure. It discusses the research design, sources and types of data which was collected at the time of the study and type of data analysis.

3.2 Description of study Area

Burayu Town is located in Oromia National Regional State and in the western direction of capital city (Addis Ababa city) with a distance of 15 km. The Town is a high land area located at an altitude of 2580 m above sea level with an area of 66.5 km². Burayu Town is bounded: in the East by: Finfinne, in West by Holota Town, in North by Sululta Woreda and in South by Sebata Hawas Woreda. Burayu Town has a total population of 556,416 and the road crossing the town connects the capital city to the western parts of Ethiopia (Burayu Town municipality, 2021).

3.3 Research design

There are several research designs in use based on the nature and type of the research being done. In this study, Descriptive design with qualitative and quantitative approach was used in order to ascertain and be able to describe the characteristics of variables of interest in situation. Descriptive approach has the advantage in explaining, describing in details and it is best in analyzing the problems. This method is found to be very essential for this study because it helps to clarify points that are discussed. In addition the study is also said to be co relational in design because there is intent to establish the relationship between dependent and independent variable of the study. Co relational research aims to ascertain if there is a significant association between two variables (Reid, 1987).

3.4 Study area

The study area for this research is Burayu Town, Addis Ababa which is the economic and political special zone of Addis Ababa. The Town is also the center for different tourism business organizations including hotel. Now a day the hospitality business is playing a great role for the development of tourism industry in the country. (BOFED, 2013) From the hotels located in Burayu this study was done on the chain hotels. The hoteling business, especially if it is on level, needs skilled and well trained professionals to run the business and to get the expected return. Thus this part of the industry is selected purposively to gain better picture of the issue.

3.5 Population of the study

According to the data gained from ministry of culture and tourism there are three chain hotels operating in Burayu. From these 3 chain hotels Gute hotel has randomly selected by using lottery method. These hotels was opened around before ten years and has 66 employees,

3.6 Sampling Framework and Sampling Techniques

It is decide to use the data of ministry of culture and tourism to select the sample hotels. There are 3 hotels currently operating in Burayu Town. Those are Gute Hotels kella, Firaol Hotel kella and Andinnet Hotel ketta Burayu. Out of these 3 chain hotels Gute Hotel will be randomly selecting by using lottery method in order to give them equal chance of being included in the study. Thus, it is belief that the researcher need not take the whole number of chain Hotels as the result of a good representative samples have the same characteristics as an equal size of the whole (Sigmund, et.al, 2009). Sample size is determined with the help of the following formula (Saunders et.al, 2007). This hotel has the total population number of 66 employees".by using the following formula it is decide to use 30 samples.

$$n = \frac{x^2 * N * P * (1 - P)}{ME^2 * (N - 1) + (X^2 * P * (1 - P))}$$

Where,

n = sample size,

p = Population proportion of success

X² = chi-square confidence level 1 degree freedom

N = Population size of size

ME = Desired margin of Error

3.7 Data sources

Qualitative and quantitative data expected to address the research objectives was collected from different sources. The survey questionnaire was used to collect the primary data from the samples selected using simple random sampling and in-depth interview was done with the training manager of one of the hotels. The sources for secondary data were books, reports, articles, internet web pages and other relevant materials.

3.8 Instruments of data collections

The proposed study was done based on both primary and secondary data.

3.8.1 Primary Data Collection

A. Survey Questionnaire

Primary data was collected from the hotels by using self-administered questionnaires that comprise both close and open ended questions. The questionnaires were distributed to the selected sample of 1 hotel.

B. Key Informants Interview

The Qualitative data was collected by using semi structured interview of training manager of the hotel. This manager has direct link with the study objective. Manager has the deeper understanding about the interface between training and organizational performance.

3.8.2 Secondary data collection

Secondary data was also used in this study by reviewing, books, reports, articles, internet web pages and other relevant materials. Secondary data was useful in providing the general information about the issue raised and also about the industry.

3.9 Data organization, presentation analysis and interpretation tools

The data analysis technique that was employed involves organizing the detail, categorizing the data into meaning full themes, looking for and identifying patterns. The data gained from primary and secondary source was analyzed using qualitative and quantitative approach as based on theories and principles, to simplify the data analysis the row data was coded and entered into computer for processing it using the statistical package for social studies (SPSS 20). Descriptive statistical indexes like frequency distribution, percentage, mean and standard deviation were calculated and used for analyzing.

3.10 Ethical Consideration

Ethical clearance and permission obtained from the institutional review board Faculty of Business and Economics of Burayu Rift valley University, Ethiopia. Permission is also granted from Gute Hotel through formal letter. Participation in the study was on the voluntary basis and participants are asked for willingness before they are provided the questionnaire. The subjects are also assured that their responses used only for the purpose of the study. An attempt is made to first explain the objectives and significance of the study to the respondents. Name and other identifying information are not used in the study.

4. DATA ANALYSIS AND INTERPRETATION

4.1. Characteristics of respondents

From a total of 66 employees during the data collection period 30 respondents were interviewed and a response rate was 25.00%. This was due to the absence of employees during the period of data collection and some of them were refusal. The mean age of the respondents was 28 years with ± 5.54 SD, with the age range of 19 to 48 years. Among those most were between 21-30 years (46.7%). The majority of the employees (53%) were married.

4.1.1. Gender of respondents

As shown in the table below, a total of 30 people responded to the questionnaire in the study and 60% of the respondents to the study were male.

Table 4:1 Gender of respondents

Gender	Frequency	Percentage
Male	14	40%
Female	16	60%
Total	30	100%

Data source: Burayu Town, Gute Hotel (2022); compiled by author

4.1.2 Age of respondents

The data obtained from the questionnaire, shown in Table 4:2, reveals that 14 respondents between 21 to 30 years of age representing 46.7%. 7 respondents were less than 20 years of age representing 23.3% and 5 respondents each between 31 to 40 years of age representing 16.7% respectively. 4 respondents were more than 40 years representing 13.3%.

Table 4:2 Age distributions of respondents

Age	Frequency	Percentage
<20	7	23.3%
21-30	14	46.7%
31-40	5	16.7%
>40	4	13.3%
Total	30	100%

Data source: Burayu Town, Gute Hotel from Employees (2022); compiled by author

4.1.3 Education background of respondents

The respondents from the hotels hold a range of educational qualifications falling between secondary level and post degree level. Of the respondents from the employees, 28.3% had an education from the secondary level, 55% had on education from the diploma level, 13.3% had on education from the degree level and only 3.4% had education from the post degree level.

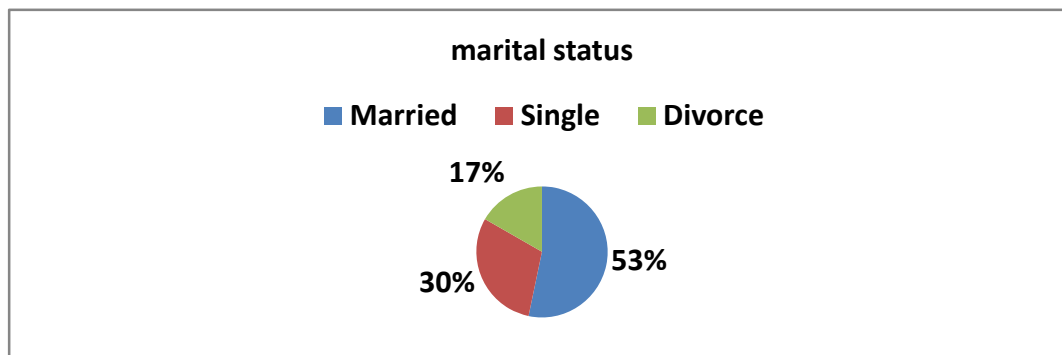
Table 4:3 Education background of Respondents

Educational Background	Frequency	Percentage
Secondary	8	28.3%
Diploma	16	55%
First Degree	5	13.3%
> First Degree	1	3.4%
Total	30	100%

Data source: Burayu Town, Gute Hotel from Employees (2022); compiled by author

4.1.4. Marital status of respondent

Figure 4:1 presents the marital status of the employees who participated in the questionnaire. The results revealed that respondents which were married took the majority with 16, representing 53%, 9 were single representing 30 % and 5 were divorced representing 17%.

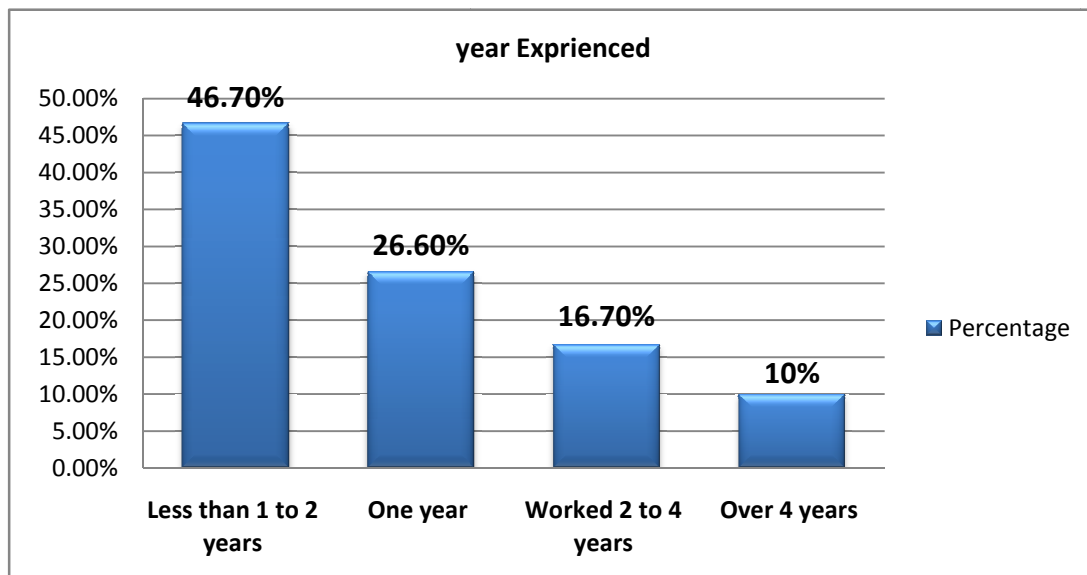


Data source: Burayu Town, Gute Hotel from Employees (2022); compiled by author

Figure 4:1 marital status of respondent 2022

4.1.5 Work experience of respondents

As illustrated in Figure 4:2 below, it is evident that over 46.7% of the respondents have worked for the hotels for less than 1 to 2 years, 26.6% of the sample have worked for the hotels for at most one year, 16.7% have worked for 2 to 4 years and the remaining 10% have worked for over 4 years.



Data source: Burayu Town, Gute Hotel from Employees (2022); compiled by author

Figure 4:2 work experiences of respondents, 2022

4.2. Reliability Test

A reliability analysis was conducted to each variable of the instrument. The reliability of the measures was examined through the calculation of Cronbach’s alpha coefficients. For scale acceptability, Hair et al. (1998) suggested that Cronbach's alpha coefficient of construct is 0.6. The instrument for this study contains 17 items that are in a Likert scale type. Table 4.4; shows that instrument used in this study was reliable with Cronbach's alpha value of first independent variable (Training practice) 0.959, and delivery mode with coefficients of 0.991 and with Cronbach’s alpha value of Employee performance (dependent variable) 0.987. The Cronbach’s alpha values for all the variables considered are greater than 0.6 and this indicates the items in each of the domains are well understood by the respondents.

Table 4:4 Reliability Analyses

Scale	Cronbach's alph Coefficients	Items
Training practice	0.959	4
Deliver mode	0.991	2
Employee performance	0.987	5

Data source: Reliability Test, cronbach alpha value

4.3. Training practice, training delivery mode and employee performance

4.3.1 Training practice

The respondents answered the questions on the scale of 1 to 5 of which 1 is for strongly disagree; 2 for disagree; 3 for no comment; 4 for agreed and 5 for strongly agreed.

Table 4:5 training provision on quality service

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	2	4	4	11	9
Percentage	6.7%	13.3%	13.3%	36.7%	30%

Data source: Burayu Town, Gute Hotel Respondent Questioners (2022); compiled by author

Interpretation:

The 36.7% of employee's option to 4 on scale which means they agree in the hotel industry view that training program inside the organization were provided. 30% employees strongly agree with the issue. 13.3% respondents and no comment with the training provided.

Table 4:6 provision of training for new staffs

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	1	3	5	13	8
Percentage	3.3%	10%	16.7%	43.3%	26.7%

Data source: Burayu Town, Gute Hotel Respondent Questioners (2022); compiled by author

Interpretation:

The sample size responded to new staff training induction on scale 1 to 5 as 26.7% of the selected sample size strongly agreed while 43.3% just agreed to it. 16.7% respondents remaining without comment, 10% disagree that training program for new staff is going on.

Table 4:7 training provision on quality service

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	2	1	6	12	9
Percentage	6.7%	3.3%	20%	40%	30%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

¶ Interpretation:

40% of employees were agreed in the hotel industry view that training program inside the organization covers all aspect of quality. 30 % employees strongly agree to quality of training program of company. 3.3% respondents disagreed with the quality of training program.

Table 4:8 practical training

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	3	1	5	14	7
Percentage	10%	3.3%	16.7%	46.7%	23.3%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

¶ Interpretation:

The setting of targets and attaining objectives are done through involving employees in the training program with practice are agreed by 14 employees which means 46.7% agree to it, 7 respondents strongly agree that training program with practice as a tool to attain targets which means 23.3% and 16.7% respondents no comments.

4.3.2. Training delivery Mode

Table 4:9 provision of on job training

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
Frequency	0	1	4	15	10
Percentage	0%	3.3%	13.3%	50%	33.3%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

Most of the respondents agree that yes, the hotel uses on-job training. 33.3% strongly agree and 50% simply agree which means 83.3% in total agree about the issue. 6.7% remaining indifferent about it and only 3.3% do not agree.

Table 4:10 Demonstration method of training delivery

	Strongly Disagree	Disagree	No comment	Agree	Strongly Agree
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Frequency	1	3	5	9	12
Percentage	3.3%	10%	16.7%	30%	40%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

The respondents were asked if the hotel uses demonstration as a means of delivering trainings and 30% agree that job satisfaction is clearer when training program is undertaken. 40% strongly agree and 16.7% just don't have any comment but 10% disagrees.

4.3.3. Employee performance

Table 4:11 the need for training

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	1	3	6	7	13
Percentage	3.3%	10%	20%	23.3%	43.4%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

The sample size of 30 responded to this question on different scales as 5 very high levels, 4 middle levels, 3 no comment, 2 low levels and 1 very low level. This means that 66.7% employees feel that were essential if they participate in the training program

Table 4:12 Aims and goals of the organization and training

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	1	1	6	9	13
Percentage	3.3%	3.3%	20%	30%	43.4%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

To establish a link between training and the organizational goals and aims, this question was asked and the responses show that 73.3% workers believe that training were given for employees to be more committed towards the organizational goals and targets. As the Table suggests that 43.4% at very high level and 30% at middle level so the majority of respondents agree to it.

Table 4:13 effect of training on competence

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	0	2	4	8	16
Percentage	0%	6.7%	13.3%	26.7%	53.3%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

22 Out of 30 employees agree at more level which keep them competent when they participates in the training programs, this account to 80% employees, out of which 26.7% at middle level, and 53.3% at very high level but 3.06% remain undecided about it.1.51% employees altogether at low level that training program helps them to develop their skill.

Table 4:14 Effect of training on productivity

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	1	2	4	7	16
Percentage	3.3%	6.7%	13.3%	23.3%	53.3%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ Interpretation:

16 out of 30 employees targeted in questionnaire agree with very high level that training program help in increasing their productivity, this means 53.3% respondents have experienced that after participation in the training program, their productivity has enhanced. 7 view training program as the middle to have increase the productivity which means 23.3% with middle level. Total 76.6% believe that training program help them in the increment in their productivity. On the other hand 3 of them agree with low level and only 1 agree with very low level, which makes 3.3% disagree that productivity increases after participation in the training program.

Table 4:15 Importance of training for the employee and the organization

	Very low level	Low level	No comment	Middle level	Very high level
Frequency	2	3	5	9	11
Percentage	6.7%	10%	16.7%	30%	36.7%

Data source: Burayu Town, Gute Hotel from Respondent Questioners (2022); compiled by author

◆ **Interpretation:**

20 Out of 30 employees agree at more level that training program is essential for both of an employee and of an organization, this account to 66.7% employees, out of which 30% with middle level, and 36.7% with very high level but 16.7% remain undecided about it. 16.7% employees altogether disagree that training program helps neither of the two.

4.4. Data Analysis Techniques

4.4.1 Correlation

Correlation coefficient is a non-parametric measure of statistical dependence between two variables. The correlation in this study was between training practice, independent variables and employee performance dependent variable. From the below table it is possible to see the mean of each variables are above neutral which shows that all variables are significant.

Table 4:16 Descriptive statistics

Scale	Mean	Standard Deviation	Items	N
Training practice	1.382	0.646	4	102
Deliver Mode	1.632	0.320	2	102
Employee performance	1.613	0.442	5	102

Data source: Reliability Test, cronbach alpha value

The relationship between training practice and employee performance was measured using correlation analysis. As indicate in the table below the association between independent and dependent variables is positive. Significant relationship is also found among the variables. The independent variables of training have a positive correlation with the outcome of employee performance at 0.000 significant levels. This indicates that the proper training system was improving the overall employee performance of the Hotels. Hence Hotels should be able to develop training plans with clear training program for the better outcome of an employee. It contributes heavily to employee's performance and overall organization performance for a better future.

Scale	Training practice	Delivery Mode	Employee performance

Training	<i>Pearson correlation</i>	<i>1</i>	<i>0.113**</i>	<i>0.037**</i>
practice	<i>Sig. (2-tailed)</i>		<i>0.000</i>	<i>0.000</i>
	<i>Covariance</i>			
	<i>e</i>			
	<i>N</i>	<i>0.225</i>	<i>0.132</i>	<i>1.010</i>
		<i>102</i>	<i>102</i>	<i>102</i>
Delivery	<i>Pearson correlation</i>	<i>1</i>	<i>0.102**</i>	<i>0.087**</i>
Mode	<i>Sig. (2-tailed)</i>	<i>0.000</i>		<i>0.000</i>
	<i>Covariance</i>			
	<i>e</i>			
	<i>N</i>	<i>0.121</i>	<i>0.064</i>	<i>0.102</i>
		<i>102</i>	<i>102</i>	<i>102</i>
Employee	<i>Pearson correlation</i>	<i>0.120**</i>	<i>0.144**</i>	<i>1</i>
performance	<i>Sig. (2-tailed)</i>	<i>0.000</i>	<i>0.000</i>	
	<i>Covariance</i>			
	<i>N</i>	<i>0.101</i>	<i>0.168</i>	<i>0.108</i>
		<i>102</i>	<i>102</i>	<i>102</i>

4.4.2. Interview Result

The human resource manager of Gute Hotels has been working for 5 years in the hotel. He helped me by answering the interview question .the answers are summarized as follows. The training and development need of the employees is determined through conducting need assessment, finding a

training gap, skill of the staff and through making evaluation methods. The hotel does an assessment on employee skills and development after the training is conducted and before the training is conducted. The hotel uses different type and methods of training. Those are

- ✚ External Training facilities-They work on some external training and development organizations specifically on Hotel Management, Ethiopian Ministry of Culture and Tourism,
- ✚ In-House Training- Department Heads! Supervisors! Have taken the Train the Trainer courses and get certified to give training for staffs under them. As per the SOP/Standard Operating Procedure) each SOP's is given for staffs.
- ✚ Cross Training- Staffs are allowed to take their time after their regular work schedule and gets a cross training in areas of fields that have made educational preparation and desire! Interest to change their job title, carrier objectives.

Human Resource training and the performance of the organization and employees have a positive relation. The Human resource is a base since it is more functional on the human development section. Trainings can motivate staffs, increase work performance and Staff skill, knowledge and attitude. And also the actual performances and positive attitude of employees has improved due to the development of skills required for the job by means of training. As it is mentioned on above, through training, staffs increase their skills, knowledge and attitude. These enhance individual work performance, job satisfaction. In relation with all this the organizational performance will increase as a whole. Additionally a skilled and motivated staffs will create a customer satisfaction, and enhance organizational performance. Finally the objective of the training is to make a change on staffs in skills, personal development, job satisfaction and motivation. This of course, demands individual commitment to get well acquainted. The objective mainly concerned with to develop self-motivated employees, having imitation, team work player, attitude change. So, it is included the psychological makeup of the staffs towards job related issues. Human development is one part of the modern Human resource Management. Taking disciplinary measures is replaced in developing a positive and work behavior attitude towards employees. So, as a hotel, especially a brand hotel more emphasis is given for training and development, follow- up and keeping the standard of the working procedure.

4.4.3 Summary of findings

- ◆ There were two methods which have been used in the study, interview and questioner. From both methods it is clear that there is a strong relationship between training and employee performance.
- ◆ It is also clear that in hotel employees are very much interested in being trained. Feedbacks indicate that employees are very much satisfied by training.
- ◆ Organization employees improve the job related skills and become more competent when they are trained. Outcome of the research shows that 60.6% (40) hotel employee feel that the training program actually helps them to develop more and they can work more efficiently and has an interest in the work to attain job satisfaction.
- ◆ The respondents, which are selected for the study said that training programs improve the actual performance and the basic need of the training program is actually been, notice by the performance appraisal.
- ◆ The result of the interview also reveals that training plays an important role on employee's performance. So that that the hotel gives high attention for giving training for its employees.

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The results indicated that there is a significant and positive relationship between training and employee performance. Training plays a very important role in determining the performance of an employee. Thus, there is a positive effect of training programs on employee performance of the Hotel's. Training programs benefit not only the employer but also the employee, so training should be provided by the organization in relation to performance of the employee and it should be constant across the staff members. Research clearly shows that training has direct influence on the employee's performance and it tends to increase the overall actual performance of employee. Training improves working efficiency of employees due to advanced level of performance because of training programs. The Research finding clearly indicates that the actual performance of an employee is being affected by the training sessions. So the correlation between the variables Training & Employee Performance is positive. Employee perception towards the organization and their performance is clearly affected by human resource training practices in which one of the most significant factor is training which affects the actual employee performance in positive way. Previous researches also say that the performance of the employee has a direct impact on the performance of the employee.

Employee performance and human resource training has a very close and positive relation with each other

5.2 Recommendation

By depending upon the reviewed literatures and the study findings the researcher recommended the following

- ✚ As the modern management trend is highly concerned with human capital where training is a part of it, hotels should give high Emphasis for giving trainings for their employees. They should take training as part of their investment. So that as training can increase employee's performance and their productive it will have positive impact on their profit and return.
- ✚ As the study is conducted on chain hotel where their service should be standard all over the countries they operate and which have high paying and sensitive customers, training should take as an important part on building the employees performance.
- ✚ Even if some says that training is expensive by any means, training the human resource should be taken as a long term investment which can in turn rewards the organization by providing highly skilled, competent and well performing employees. So that the organization can get competitive advantage in the market.
- ✚ More training programs should be introduced and high emphasis should be given for the selection of the trainees and the delivery mode as it has a significant effect on the output of the training. In addition equal opportunities should be given for all employees for attending the training courses.
- ✚ The performance of the employees has a strong link with the human resource training and there for it is important study for the business world to learn about the relationship between the training and the employee performance.

5.2.1. Recommendation for further researchers

As the effect of training with organizational performance can be studied in different ways on other type hotels rather than the chain hotels, other researches should be done on the issue in order to fill the knowledge gap.

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