

# INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2022, Vol. 3, No. 7, 1309 – 1318

<http://dx.doi.org/10.11594/ijmaber.03.07.11>

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## Research Article

### Training and Development of the Rank-and-File Employees among Selected Hotels in Cebu City

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#### Article history:

Submission July 2022

Revised July 2022

Accepted July 2022

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#### ABSTRACT

Employees constitute the definitive business resource for enhancing product quality and service excellence and consequently amplifying customer satisfaction. Without adequate training and development (T&D), employees would invariably be inept at unleashing their full potential. This study investigated the mechanisms employed in T&D programs for rank-and-file employees of several hotels in Cebu City. The study employed a quantitative method in a descriptive research design obtaining information from 71 respondents. Slovin's approach and convenience sampling were used. The weighted mean was employed in tabulation and quantification process. The findings revealed that respondents considered programmed instructions, job rotation, job simulation, role modeling, lectures, and team training to be very effective in the training programs. The authors concluded that these mechanisms if appropriately and situationally tweaked and rationalized, will result in more precise and targeted response to training issues leading to service excellence and customer satisfaction. A set of appropriate recommendations was drafted for possible use by establishments similarly situated.

**Keywords:** *Cebu City, Rank-and-File Employees, Hotels, Training and Development, Quantitative Study*

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#### Background

The firmness of a company's workforce will always decide its success, regardless of industry. Human capital is an essential asset for firms to operate at full capacity, generate marketable products, earn and maximize profit, and survive in the face of stiff competition. Quality and sound training and development for each

employee of the organization is one approach for them to be productive in the workplace. Training refers to a series of activities that program an individual's behavior, whereas development refers to all activities that, when recognized and controlled, have a material impact on modifying an individual's capacity to perform his tasks better, as well as increasing his

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#### How to cite:

Nardo, G.O., Polinar, M.A.N., Delantar, A.F.A. & Buntiago, J.L.G. (2022). *Training and Development of the Rank-and-File Employees among Selected Hotels in Cebu City. International Journal of Multidisciplinary: Applied Business and Education Research*. 3(7), 1309 – 1318. doi: 10.11594/ijmaber.03.07.11

potential for future tasks (Prasanth, 2015). A training program is designed to assist learners to develop their competence, capability, and performance (Center for Disease Control and Prevention, 2019). As per Rama and Nagurvali (2012), a comprehensive training and development program allows human capital to release its dexterity and serves as a vehicle for improving employee abilities and enabling them to perform better in their jobs. Nonetheless, investing resources in training and development, particularly in light of advancements in the modern world, is considered a desirable management practice and a way to keep suitable knowledge in a specific profession now and in the future (Ganesh & Indradevi, 2015; Olaniya & Ojo, 2008). Every industry, in general, understands the need for excellent training and development as a business strategy.

However, every industry should also understand that their unwillingness to train newly hired staff leads to a serious problem. Ryan (2008), in his study, explained the three scenarios that will be the outcome for under-trained staff in a hotel. First, the staff will not be able to assist a client the way they ought to, second, the client will not be dissatisfied with the hotel's level of service, and third, the employee will grow weary of the company and reduce his or her level of service to the barest minimum. Employees who are unable to execute at the desired level of performance may even opt to leave the company because they believe they are not productive and grow unsatisfied with their work, Rodriguez and Walters (2017) reported in their study. As shown throughout the study of Agarwal and Naidu (2021), training and development are essential for enhancing employee performance and productivity, which raises organizational effectiveness. It's critical for the Nigerian banking sector to examine how training and development affect employee performance and organizational competitive advantage (Falola, et al., 2014). A research article in the hotel business showed that training and development programs can improve employee happiness, corporate efficiency, and service quality (Prasanth, 2015). Bharthvajjan and Fabiyola (2019) contended

that 82% of the respondents feel that training is compulsory for the employees in the organization and 73% answered that training methods are essential and needed as well for an organization to grow. According to their research, Ubeda-Garcia et al. (2013) found that both objective (productivity and financial results) and subjective metrics of organizational success are positively connected with training strategies (perceived financial performance and intermediate result measures). Furthermore, the effectiveness of training and development in the hotel industry is strongly correlated with return on investment, employee satisfaction, and improved employee performance with increased customer satisfaction (Peuter-Rutten, n.d.). Voki (2008) contended in her article that Croatian hotel firms invest even less in their employees' training and development than the average Croatian firm and that they have yet to recognize the value of education and growth in the long success of their employees. In response to Voki's (2008) findings, Bhat (2013) discovered that increasing training by 1% results in a 74.7 percent increase in performance, and According to Tahir et al. (2014), training and development are regarded as the primary component in determining an employee's performance and output. It is evident from the facts from linked literature discussed above that training and development are essential for both employees' futures and the future of the business.

The institution should make sure that the current techniques of training and development are efficient in order to achieve the aforementioned favorable training and development outcomes. As a result, a study of the hotels' existing training and development program is required to evaluate whether or not the rank-and-file personnel perceives it as effective. With all of that in mind, one of the study's authors, who has extensive knowledge and experience in the hotel industry, wants to look into the effectiveness of the current training and development plan for rank-and-file employees within several hotels in Cebu City, with the goal of generating recommendations and endorsing them to the respective management to improve their program and retain talented employees.

**Research Objectives**

The study's intention was to see how effective the present training and development methods were in the selected hotels in Cebu City, Philippines. The assessment's predetermined parts were prioritized, and recommendations were made that will be approved by the selected hotels' management in order to improve training and development and retain talented staff.

The research empirically sought to provide answers to the following questions:

1. What is the degree of agreement among the selected hotels in Cebu City regarding the efficacy of the existing way of developing the rank-and-file staff in terms of the following factors:
  - 1.1. Job Rotation;
  - 1.2. Lecture;
  - 1.3. Programmed Instructions;
  - 1.4. Simulation;
  - 1.5. Role Modeling; and
  - 1.6. Team Training.
2. Based on the findings, what recommendations can be crafted as well as endorsed to the selected hotels' management enhance and maintain the current program and retain talented employees?

**Methods**

**Research Design**

The effectiveness of the current training and development technique for rank-and-file personnel at chosen hotels in Cebu City was assessed using a descriptive research design in the study.

**Research Environment**

The study's research site was decided upon as being the three hotels in Cebu City, Philippines. These three accommodations in Cebu City are rated as 3-star establishments and frequently belong to larger, more opulent hotel chains. In addition to being conveniently situated close to a major expressway and local attractions, the hotel rooms are larger, feature higher-quality, contemporary décor, and occasionally include luxuries like flat-screen TVs with extended cable. The accommodations are targeted at business travelers.

**Research Participants**

The research participants are hotels' rank-and-file employees who have been exposed to the operation as well as the methods used in the firm's training and development. The study drew a total of 71 participants from 86 identified rank-and-file employees among selected hotels, using Slovin's technique, and the convenience sampling technique was employed in choosing participants in the study. Furthermore, the participants are the front desk officers, receptionists, waiters, bell staff, concierge staff, and cashiers.

The formula utilized by the researchers has a 95 percent confidence level and a 5 percent margin of error. The pseudonyms of the chosen hotels, the number of rank-and-file employees at each hotel, the sample size, and the proportion of each firm represented are all shown in Table 1.

Table 1.

Hotels	N	n	%
Alpha Hotel	40	33	46
Beta Hotel	30	23	35
Charlie Hotel	16	13	19
<b>TOTAL</b>	<b>86</b>	<b>71</b>	<b>100</b>

Source: Authors (2022)

**Research Instrument**

The study used a 30-item self-made questionnaire that considered essential aspects

such as job rotation, lecture, programmed instruction, role modeling, job simulation, and team training as well as other training and de-

velopment methods. The purpose of the questionnaire was to see how much consensus there was on the success of the existing training and development strategy utilized by these hotels.

**Data Collection**

After gathering the questionnaires from the participants, the data gathered was utilized to

form tabulation, interpretation, and analysis that included weighted as the basis of the results of the study. Moreover, table 2 revealed the scale, scale range, and descriptive equivalent that was used in the study.

*Table 2. Descriptive Equivalent of the Level of Agreement on the Effectiveness of the Training and Development*

Scale	Scale Range	Descriptive Equivalent
4	3.28 - 4.0	Strongly agree that this method in the training program is very effective
3	2.52 - 3.27	Agree that this method in the training program is very effective
2	1.76 - 2.51	Disagree that this method in the program is very effective
1	1.00 - 1.75	Strongly disagree that this method in the program is very effective

Source: Authors (2022)

**Result and Discussion.**

*Table 3. Summary of the Training Methods with their Average Weighted Mean and Descriptive Equivalent*

Training Methods	Average Weighted Mean	Descriptive Equivalent
Programmed Instructions	3.80	Programmed Instructions as part of the training program is very effective
Job Rotation	3.76	Job Rotations as part of the training program is very effective
Job Simulation	3.73	Job Simulation as part of the training program is very effective
Role Modeling	3.70	Strongly agree that this method in the training program is very effective
Lecture	3.69	Lecture as part of the training program is very effective
Team Training	3.62	Team Training as part of the program is very effective

Source: Authors (2022)

Table 3 presents the summary of the factors with their average weighted mean and its descriptive equivalent.

The table above showed that most of the participants strongly agreed that the methods imposed, used, and implemented as well as considered in the study are very effective. As per the result above, programmed instructions lead among all factors in the study with a 3.80 average weighted mean; job rotation obtained an average weighted mean of 3.76; job simulation resulted in a 3.73 average weighted mean; role modeling is the next factor after job simu-

lation with a 3.70 average weighted mean; lecture, on the other note, obtained a weighted mean of 3.69; and team training, positioned in the last, got a weighted mean of 3.62.

Due to the unavailability of the trainer to physically present in training employees, *programmed instructions* as a method can be used in providing training to the people in the organization. According to Martin, et al. (2013), programmed instruction is ineffective without self-discipline; therefore, it works best when some deviation from the plan will not really jeopardize the profitability of the business.

However, this is a convincing and flexible strategy. The writers also made the case that technology development has increased the number of choices for delivery at a distance. In addition to the study by Martin et al. (2013), Parul (n.d.) asserts that right responses should be given after each response as feedback in this manner. According to the author, programmed instruction is presenting the learner with questions, facts, or problems, letting the student respond, and providing feedback on how accurate his responses were. Additionally, the student moves on to the following block if the responses are accurate. Hendy (2021) emphasized the value of technology-delivered instruction (TDI) in a piece on the simulation of human resource management. With the help of this software, the HR competency of the management undergraduate students increased by forty percent at the ending of the semester, and the results of the HRM simulation and HR exam were favorably correlated with HR competency. The data presented by Hendy confirms the study's data that programmed instructions improve the performance and are perceived by the respondents as very effective. Moreover, the discussion houses that programmed instruction will be effective if the trainee is willing to learn, to be trained, and have self-discipline. Also, other literature highlighted that technology advancement in delivery learning is indeed relevant, just like injecting a feedback system into the program.

*Job rotation* in an organization is indeed essential because it allows a firm to see potential employees who can be an asset to the firm, achieves high performance, as well as, flexible in learning new skills and new positions, especially in the hotel sector where front-line employees are indeed essential. Additionally, job rotation is advantageous to the company since it fosters a shared culture due to widespread exposure and simultaneously injects "new blood" into duties, providing workers with "fresh challenges and opportunities to distinguish themselves" (Saiyadian, 2009, page 409). Rotation is a very successful way for achieving the results mentioned above, and this study supports Kampkötter et al. (2016)'s findings that employees who were rotated between

positions performed better in later years than other non-rotating employees in a comparable role. At the conclusion, the authors suggested that companies concentrate their job rotation programs on top performers and not anticipate performance benefits from low performers when they are rotated to a different function. Al-Romeedy (2019) showed in another study that job rotation and workers' performance are related through mediation by motivation, organizational commitment, job satisfaction, job involvement, and job burnout. However, several studies revealed that not all-time job rotation is effective as a method or as well as a good indicator of employees' performance. As per Mohsan, et al. (2012), employees lose motivation and become more devoted to and immersed in their individual jobs when they are cycled to other jobs across different departments. The academicians proposed that job rotation policies in banks may be improved given the acceptable annual investment made by banks in staff rotation for human development. Also, separate studies pointed out unfavorable findings. Bharthvajan and Fabiyola (2019) highlighted in their paper that 23% of the participants answered that their company provides job rotation as part of the training program, and Jocom, et al. (2017) discovered in their study that employee performance is not significantly impacted by job rotation. The researchers recommended that the company pay closer attention to managing a work rotation program in order to reduce employee dissatisfaction and maintain the training program in order to sustain staff performance at a higher level. Organizations take hiring competent candidates seriously and believe they deserve to be a member of their team. *Job simulation* is one of the strategies advised for usage during the filtering stage, as it not only helps to find competent applicants but also improves the employees' knowledge and skills. As per Lateef (2010), simulation is a practice and learning tool that may be used by a variety of disciplines and trainees. According to the United States report Job simulation, according to the Merit Systems Protection Board (MSPB), is an evaluation that exposes applicants to realistic, job-related events and documents their reactions in order

to judge their suitability for the position. The report's findings highlighted the benefits and drawbacks of job simulation. One of the benefits is that it helps applicants develop good attitudes toward completing the actual job, while the cost of this method is one of the drawbacks. Additionally, simulation is a useful method for getting experience in a supervised and secure environment. According to a study that was released, simulation indicates a significant rise throughout all five main categories of the principal's professional and teaching self-efficacy (Weissblueth & Linder, 2020). On the other hand, there are entities that use digital work simulation, such as Kulkarni, et al. (2022), who stated in their study that digital simulation is crucial in employee training. The authors claimed that using digital technology in training, such as simulation, encourages employees to think creatively and critically. The study discovered that digital simulation training is more effective than traditional training. Additionally, the authors stated that using a digital simulation training tool can help with staff training programs in the digital economy. Thus, job simulation has an impact on an organization's training and development program. Just like in the findings of the study, job simulation was perceived by the respondents as very effective. Furthermore, the preceding literature covers the significance of work simulation as well as the success of this strategy in various circumstances.

*Role modeling* is used by a number of organizations to train and develop its personnel. Cruess, et al. (2008) claim that role modeling is a successful instructional approach for imparting knowledge, abilities, and principles while also enhancing a person's performance. A study in the medical industry identified role modeling as an important teaching and learning approach (Passi & Johnson, 2016). The researchers claim that the study examined the mechanism of good doctor role modeling in medical training. According to their research, the three main outcomes of role modeling are the formation of career objectives, the improvement of work behaviors, and the development of a professional role. Role modeling is still helpful in professional contexts, according to Khurgin

(2016), despite the current industry boom in training and development tools and services. The author went on to say that modeling conduct after successful people and creating a work environment that encourages the role model dynamic creates a culture of learning and recognition within the company. Son and Kim (2017) investigated organizational career progression and commitment, as well as how role modeling may influence these factors. There are 330 participants from South Korea's largest hotel and resort companies. The researchers found that the relationship between job engagement and work commitment was influenced by employees' views of leaders as positive examples. The mediation effect of job engagement in the connection between the intrinsic function of organizational career development and career commitment was larger when employees perceived their leaders as role models. Overall, role modeling is an important strategy in training and development, as evidenced by the research. This strategy is used by organizations who want their employees to be proficient in doing the assigned duty as well as professional in their behavior and image.

When an applicant is hired for a specific position, or even if they have been in the position for a long time, they must go through training and development provided by the company's human resource department in order to stay informed about policy changes, improve their current performance, or gain new knowledge or skills relevant to their position. One of the most popular approaches is *lecture*, which is regarded a basic, cost-effective, and traditional way (Hrwale, 2013). According to the findings of the study, online lectures cause issues such as unstable networks and a lack of passion among students during discussion activities during lectures (Santosa & Devi, 2021). As Santosa and Devi discovered in their study, firms who conduct online lectures for their employees as part of their training and development would face issues. Furthermore, encountering the aforementioned issues may reduce the effectiveness of this strategy. On a lighter note, Bharthvajan and Fabiyola (2019) discovered that 50% of the participants in their study said that the organization with which they are

currently affiliated provides lectures in off-the-job training, and that 95% strongly agreed that training helps employees increase their motivational level. Furthermore, it merely proves that lecture is still an effective instruction tool, as this study and literature have shown.

Individual procedural knowledge and proficiency in completing a job (task work), individual procedural knowledge and proficiency in operating as part of a team (teamwork), and overall team performance are all examples of *team training*, as indicated in the book published by the National Research Council in 1994. Indeed, understanding the core components of a training program is more critical than ever (Salas, et al., 2020). Firms viewed it as critical because teamwork or collaborative work leads to solving problems as soon as possible as well as better outcomes. In the study, it was ranked as last in the list, yet it was still very effective method as perceived by the respondents. According to a separate study by Johnston, et al. (2019), using excellent strategies for implementing team training enhances productivity, team intelligence, learning, and emergent team processes. In connection to Johnston, et al. (2019) study, the paper of Delise, et al. (2010) also found out that from the 21 studies analyzed, it was proven that team training has positive connection to team effectiveness leading to a firm to satisfy as well as delighted their customers. In addition to aforementioned literature, Lee, et al. (2010) highlighted that teamwork as part of HR practices and they found out that HR practices has a positive correlation to firm performance as well as business strategy. With that, a study recommended that an organization to have a solid training and development, they need to have in-house training for team training and development needs (Oluwaseun, 2018).

## Conclusion

Looking at the whole picture, the results revealed that the rank-and-file employees among selected hotels in Cebu City rated programmed instructions, job rotation, job simulation, role modeling, lecture, and team training as very effective methods in training and development programs. As per the findings, all of the

methods stated were imposed, used, and executed, and they all obtained a high weighted mean with a descriptive equivalent, indicating that they agreed that a specific training methodology is immensely effective for them. The findings suggest that the rank-and-file employees who took part in the study were very beneficial and that they were also satisfied with the existing programs.

Since all of the training methods received a high weighted mean, the study concludes that they must be used not only in the hotel business but also in other industries. The human resource department must consider the fact that having excellent training methods enhances employee performance, customer satisfaction, and the company's financial health. All of the approaches listed in this report were included in the study by Martin, et al. (2013), who argued that they are regarded as essential methods in training and development. It simply goes to illustrate that the approaches utilized in this study are the foundations of training methods that are absolutely necessary for providing quality and sound training and development to employees. Additionally, both domestic and foreign hotel companies need to emphasize the value of training and development, not merely hiring for the sake of hiring, but also trying to improve the person's craft in doing their task successfully and efficiently.

## Recommendation

As a basis for the recommendations to enhance the training methods, the authors of the study recommended the following:

- The goal and the importance of employee training, the knowledge they will receive and how they will use and apply that knowledge in the future, training results, and constant feedback must all be communicated to them prior to the start of the training program.
- The tourism and hospitality organization should establish minimum annual training hours for all workers working in all tourism and hospitality facilities as a strategy to ensure continual staff training. Programs that promote multitasking, cross-exposure, and

multiskilling as well as seminars and practical classes at work can all be helpful.

- The study followed Hendy's (2021) recommendation to use technology-delivered instruction (TDI) in HRM for programmed instructions, especially if the employees are young and tech-savvy.
- Job rotation should be improved in hotels to increase employee enthusiasm and commitment to the company. Other hotels that do not have this strategy should include it in their training program to avoid dissatisfaction and bored staff. It will be a challenge for introverted employees, but it will help them overcome their concerns about social situations.
- Although job simulations were perceived by the respondents as very effective, hotels must ensure this method will be retained and used in training employees since this method reflects actual work situations and this industry requires a specific set of skills that needs to master.
- The authors of the study indicated that firms that want their employees to be proficient in performing their assigned duties as well as professional in their behavior and image continue to use role modeling as one of the training methods.
- The authors proposed imposing lecture as the program's initial point since it is cost-effective. The lecture covers the company's profile, current employees, and the basic responsibilities of each hotel position.
- Within an organization, collaborative work generates a strong link that aids individuals in performing their jobs. Team training in the hotel industry should be continued because it benefits not only the trainees but also the companies.
- Future researchers should delve into the participants' demographic profile and other aspects such as computer-assisted instruction, apprenticeship training, role play, and game-based training. The researchers also proposed doing the study in a different setting, such as a retail or service business.

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