

Training as a Strategic Decision and Its Relation with Performance Enhancement (Comparative Study)

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Abstract: Training and development are now firmly centre stage in most hotels. They have always seen training and development as the heart of the business. Training is a service function in the hotel, and a transformation has been driven by business requirements, particularly the growing pressure on management at all levels to cope with the new environment. Changing organizations and people is no easy task, requiring special skills, and expertise. But many training and development specialist do not own. The aim of this study was to illustrate and analyze the obstacles and problems of the training process, methods, and try to diagnose these problems. A lot of managers and organizations suffering from the failure of most training process- it does not match their needs, the main aim of this research is to find out these obstacles and illustrate some solutions.

[Mohamed Bakry Abdel Aleem **Training as a Strategic Decision and Its Relation with Performance Enhancement (Comparative Study)**. New York Science Journal 2012;5(8):22-39]. (ISSN: 1554-0200). <http://www.sciencepub.net/newyork>. 4

Key Words: Training Process – Training needs analysis – Training strategy and business strategy – Performance Enhancement – Traditional Training – Training Professional.

1. Introduction:

"Training is a process to change employees' behavior at work through the, application of learning principles. This behavioral change usually has a focus on knowledge, information, skills or activities, and attitudes or belief and value systems". (Alan, H. Anderson, 1996, p.9)

"The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities". (Noe., Hollenbeek, Gerhart, and Wright, 2004, p.256)

Benefits of Training:

A- Training assist in achieving new business strategies

"There is both a direct and indirect link between training and business strategy and goals. Training can help employees develop skills needed to perform their jobs, which directly affect the business. Giving employees opportunities to learn and develop creates a positive work environment, which supports the business strategy by attracting talented employees as well as motivating and retaining current employees". (R. Weiss, 2000, p.46-50)

Total Quality Management is a business strategy that cannot succeed without a huge investment in training. Quality is defined as meeting customer requirements. This can only be achieved by every single person in the organization taking individual responsibility for the quality of their work. People cannot take responsibility for their own quality if they are not able to use the new quality processes and technologies. A once-off injection of

training is not enough because quality means continually improving business processes. Improved processes required new skills and knowledge.

"Additionally, skills can quickly go out of date because customer requirements are becoming more strict by the day. Competition is becoming fiercer, and the pace of change is ever accelerating. The older style of organization is just not responsive enough to cope with today's changing environment. Organizations need to a continuous training process in order to adopt these changes", (Mike Wills, 1993, p.187)

B- Ensuring employees' commitment and incentive:

1. Through training and development, motivational variables of recognition, achievement, growth, responsibility and advancement are internalized and operationalized.
2. Encouraging and achieving self-development and self-confidence.
3. Moves a person toward personal goals while improving interaction skills.
4. Helps eliminate fear in attempting new tasks. (Lydell C. Bridgeford, 2007)

The Training Process:

Training process means the day-to-day activities that make up the annual training cycle. Concentrating on the process is the best place to start a quick and significant improvement in training efficiency.

A useful approach for understanding the training process is to consider the boundaries of the process as an integral part of the business (**Figure 2.1**).

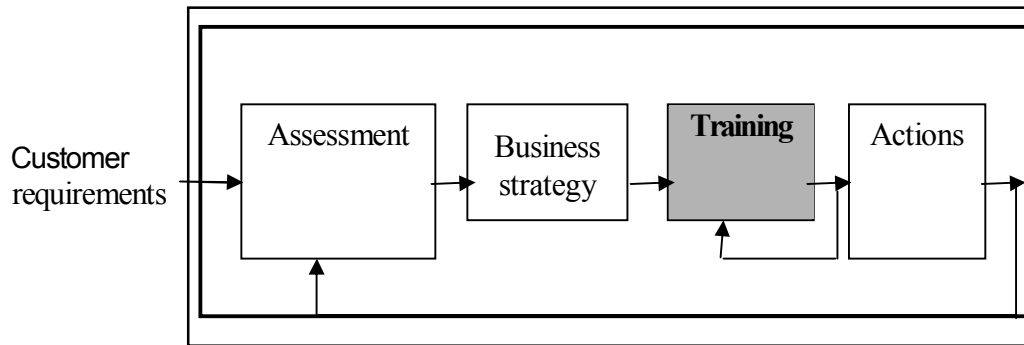


Figure 2.1 Training as a part of the business system Source: Adapted from Mike Wills, 1993, "Managing the Training Process", p.11

The training process is a cycle that organizations needs to manage continuously. It responds to needs. The process has a relatively short cycle time- usually no longer than a year. Managing the training process is essentially operational or tactical. But training strategy provides the long-term orientation.

Justification of the problem:

Most of managers do not believe in training. They perceive training as a process costing money and wasting time, because it always does not match their needs and hiring employees that they are already well trained is much better than train employees are already hired.

The problem is how to use training process efficiently, and how to benefit from its results by evaluation and avoiding its problems and eliminating obstacles. Hence, The researcher will investigate:

- 1- The obstacles of training process from the side of top management, training professional, and employees.
- 2- Designing and implementing the steps of the training process and how it affects the training success.

However an important question remains if the training guarantees positive firm performance outcomes and affect the level of employees' performance, it is crucial to have employees and managers with well awareness by their roles in the training process success.

Aim of the research:

The importance of this research is to diagnose the problems and obstacles of training process and how to solve them.

The research highlights the top management decisions and perception affect the success of the training process. And how does the success of training process affect and be affected by employees actions and reactions.

The research also focuses on how the evaluation and feedback of training process influences its success.

The research tries to illustrate some skills needed in training professionals* and trainers to make the training process in a right way in order to benefit from the training process output. It also discuss how managers and training professionals can improve the training process.

The main objective will be an attempt to explore what are the real reasons of why does training fail? What make the training process does not work? Who is responsible of the training success or failure? Consequently, how do hotels and organizations perceive and appreciate training?

Furthermore, the study aims to know what make training does not work, in order to generate a successful training process.

The Research Hypotheses

H₁: There is a significant relationship between how efficiently the training process steps are done and the training process results.

H₃: There is a significant relationship between shifting the training from its traditional approach to a Human Performance Enhancement tool and the training process results.

Research Methodology:

A qualitative perspective has been incorporated into the research design. Research will be based on

* Training Professionals:

At hotels training is divided into two parts; one part for the technical training which is the departmental responsibility with the assist of training department, and the other part is the admin or general training which is the training department responsibility.

-people who are working at the training either from the training department or from the other departments are called (Training Professionals).

direct questionnaire to employees in a multinational hotel. The research will be comprises of:

A- Theoretical part in form of comprehensive literature review

B- Practical part in form of questionnaire to managers & employees' & training professionals in "Four Star" hotels & "Five Star" hotels in Egypt.

Data Collection- will be based on questionnaire, face to face meetings, and electronic mail.

Data Analysis- the researcher will analyze the data collected by questionnaire through statistical package.

Research Limitations:

Although the research has reached its aims there were some unavoidable limitations:

- * This research was conducted only on the hotels in Cairo. Therefore, to generalize the results for larger groups, the study should have involved more participants at different levels.
- * Some hotels consider the training and development as a confidential issue. Therefore, they did not provide full information about their training system.

Research Methodology, Study Analysis, and Comparative Study

The research will show the way in which the training and development applied in 31 hotels in Cairo. 10 hotels from the "five Star" hotels, 6 hotels from "four Star" hotels, 15 hotels from "three Star" hotels.

It attempts to provide a way of how the top and middle managers apply the training as a strategic decision, how the training professionals** apply the training process in special steps, and how the employees perceive the training as performance enhancement.

And if there is a significant difference between managers, training professionals, and employees in the "Five Star" hotels and the "Four Star" hotels with the respect to their attitudes toward training process.

The researcher used three questionnaires for three groups of samples (Managers, Training Professionals, and Employees).

The population chosen is the hotel sector in Cairo; upon the information illustrated at the

* Training Professionals:

At hotels training is divided into two parts; one part for the technical training which is the departmental responsibility with the assist of training department, and the other part is the admin or general training which is the training department responsibility.

-people who are working at the training either from the training department or from the other departments are called (Training Professionals).

"Tourism Ministry" official website (www.tourism.gov.eg) there are: 21 hotels (five star) & 13 hotels (four star) & 30 hotels (three star) in Cairo.

The sample chosen was 50% of each level which are 31 hotels; 10 hotels "five star" and 6 hotels "four star" and 15 hotels "three star" to build a comparative study between two levels of the hotels "four star hotels" and "five star hotels" in Cairo.

- But the study analysis will be concerned with the four star hotels and the "five star" hotels, because of the "three star" hotels neither have training departments nor offering training courses to its employees and this will be analyzed at the conclusions.

The research provides a comparative study for the applying of the training process and how do the hotels' management perceive the training in 10 hotels "five star": Le Meridian - Sonesta - Fairmont - JW Marriot - Intercontinental Citystars - Concord El Salam - Marriot El Zamalek - Sofitel - Conrad - Radison Blu.

And 6 hotels "four star" : Novotel - Baron - Triumph - Holiday Inn-Hilton Cairo World Trade - Safir Cairo.

And 15 hotels "three star": Fontana - Victoria - Beirut - Salma - Al Horeya- The Karvin - Staybridge Suites Citystars - President - Isis -Cairo Moon - Pharaoh Egypt - Cosmopolitan - New Garden Palace -The Australian Hostel Cairo - Bostan Hotel Cairo.

Choosing Samples:

The samples have been chosen upon a "Stratified Sampling" in order to has three strata (four star hotels & five star hotels & three star hotels). Then the researcher used "Multi-Stage Sampling" for each stratum;

- 1- Random sampling from the hotels.
- 2- Random sampling from the departments within the hotels.
- 3- Random sampling from the managers, training professionals, and employees within departments.

The table below (5-1) shows the number of the samples from each stratum-- number of managers, training professionals, and employees- that had been included in the research.

Table (1) The number of the applicants

| | Four Star Hotels | Five Star Motels | Total |
|-------------------------------|------------------|------------------|-------|
| Managers | 13 | 30 | 33 |
| Employees | 18* | 37* | 55 |
| Training Professionals | 8 | 24 | 32 |

* there were missing questionnaires with missing data so, the researcher exclude these questionnaires from the analysis

Samples analysis:

Samples had been analyzed according to;

- Age
- Number of years in their current position
- Grade / Level of employment
- Managerial level
- Receiving / participating in a training process in their current job.

Employees at (four star) hotels:

Age analysis

Table (2) shows the distribution of the employees' ages at the "four star" hotels

Table (2) Age analysis for employees at the "four star" hotels

| Cumulative Percent | Valid Percent | Percent | Frequency | Age Classes |
|--------------------|---------------|---------|-----------|-------------|
| 5.6 | 5.6 | 5.6 | 1 | 22-25 |
| 33.3 | 27.8 | 27.8 | 5 | 26-30 |
| 77.8 | 44.4 | 44.4 | 8 | 31-35 |
| 100.0 | 22.2 | 22.2 | 4 | 36-40 |
| | 100.0 | 100.0 | 18 | Total |

Training Professional at "four star" hotels

Age Analysis

Table (3) show the distribution of the Training Professional's ages at the "four star" hotels.

Table (3): Training Professional at "five star" hotels

| Cumulative Percent | Valid Percent | Percent | Frequency | Age Classes |
|--------------------|---------------|---------|-----------|-------------|
| 12.5 | 12.5 | 12.5 | 1 | 26-30 |
| 62.5 | 50.5 | 50.5 | 4 | 31-35 |
| 100 | 37.5 | 37.5 | 3 | 36-40 |
| | | 100 | 8 | |

Age analysis

Table (4) show the distribution of the Training Professionals' ages at the "five star" hotels

Table (4): Managers at "four star" hotels

| Cumulative Percent | Valid Percent | Percent | Frequency | Age Classes |
|--------------------|---------------|---------|-----------|-------------|
| 12.5 | 12.5 | 12.5 | 3 | 26-30 |
| 50.0 | 37.5 | 37.5 | 9 | 31-35 |
| 87.5 | 37.5 | 37.5 | | |
| 100.0 | 12.5 | 12.5 | 3 | 41-45 |
| | 100.0 | 100.0 | 24 | Total |

Age analysis

Table (5) show the distribution of the Managers' ages at the "four star" hotels

Table (5) Managers at "five star" hotels
Age analysis

| Cumulative Percent | Valid Percent | Percent | Frequency | Age Classes |
|--------------------|---------------|---------|-----------|-------------|
| 23.1 | 23.1 | 23.1 | 3 | 31-35 |
| 46.2 | 23.1 | 23.1 | 3 | 36-40 |
| 67.3 | 23.1 | 23.1 | 3 | 41-45 |
| 100.0 | 30.7 | 30.7 | 4 | 46-50 |
| | 100.0 | 100.0 | 13 | Total |

Table (6) Show the distribution of the Managers' ages at the "five star" hotels.

Table (6) Data Collection Technique:

| Cumulative Percent | Valid Percent | Percent | Frequency | Age Classes |
|--------------------|---------------|---------|-----------|-------------|
| 3.3 | 3.3 | 3.3 | 1 | 26-30 |
| 26.7 | 23.3 | 23.3 | 7 | 31-35 |
| 53.3 | 26.7 | 26.7 | 8 | 36-40 |
| 73.3 | 20.0 | 20.0 | 6 | 41-45 |
| 96.7 | 23.3 | 23.3 | 7 | 46-50 |
| 100.0 | 3.3 | 3.3 | 1 | 51-55 |
| | 100.0 | 100.0 | 30 | Total |

Primary data needed for testing the hypothesis was collected by using;

- a. questionnaire that is prepared for that purpose, and is directed to the managers, training professionals, and employees to analyze the effectiveness of applying the training process, and the perception of the training as a strategic decision.
- b. Face-To-Face meetings with some managers and training professionals, and employees.
- c. Telephone contact with some of "Three Star" hotels.

Questionnaire Design

- The introduction of the questionnaire briefly explains the purpose of the research to respondents.
- The researcher used three different questionnaires for three different groups (Managers, Training Professionals, and Employees).

Reliability Analysis- Scale (ALPHA)

Reliability Analysis- Scale is an analysis to see to what extend the questionnaire for each group is reliable to analyze.

- I- Questionnaire for Employees at "four star" hotels
Alpha = 0.80

- II- Questionnaire for Employees at "five star" hotels
Alpha = 0.90
- III- Questionnaire for Managers at "tour star" hotels
Alpha = 0.75
- IV- Questionnaire for Managers at "five star" hotels
Alpha = 0.65
- V- Questionnaire for Training Professionals at "four star" hotels
Alpha = 0.80
- VI- Questionnaire for Training Professionals at "five star" hotels
Alpha = 0.61

Study Analysis

Study analysis by using;

- The means and variances for the applicants answers for each group.
- Chi-square test: Is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis.

If Asymptotic Significances (Asymp. Sig. > 0.05, the null hypothesis (H₀) will be accepted, and if Asymptotic Significance is ≤ 0.05 the null will be rejected and we will accept the alternative hypothesis (H_a).

To Test H₁: There is a significant relationship between how efficiently the training process steps are done and the training process results.

By using these factors:

- 1.a. Identifying training needs and goals
- 1.b. Analyzing training costs and benefits (cost-benefit analysis)
- 1.c. Evaluating training results

**1.a. Identifying training needs and goals
Four Star Hotels**

Employees

I- The means and variances for the employees' answers at the "four star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | T1 |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|-------|
| Mean | 1.5 | 2.611 | 3.056 | 3.667 | 3.389 | 1.5 | 4.222 | 3.222 | 3.556 | 3.444 | 3.017 |
| Variance | 0.618 | 2.958 | 2.997 | 2.235 | 2.252 | 0.618 | 1.359 | 0.654 | 2.0264 | 2.2614 | 2.444 |

II- By using Chi-Square for the employees' answers at the "four star" hotels to test the hypothesis.

H₀: There is no determination for the training goals and needs

H_a: There is a determination for the training goals and needs.

Table (7) shows the Chi-square test and Asymptotic significance for a group of questions concerned identifying needs and goals for employees at the "four star" hotels.

Table (7) Chi-square test and Asymptotic significance for identifying needs and goals related to employees at the "four star" hotels. *df = degree of freedom

| Question Number | Question | df* | Chi-Square | Asymp. Sig. |
|-----------------|---|-----------|--------------|--------------|
| 1 | The sole priority of training is to achieve the hotel's goals. | 2 | 8.333 | .016 |
| 2 | Departmental training courses are aligned with organizational objectives and goals. | 4 | 7.556 | .109 |
| 3 | Training objectives determined upon the operational problems. | 3 | 1.111 | .774 |
| 4 | Training is for the benefit of individuals. | 4 | 7.000 | .136 |
| 5 | Requests by line management or surveys are often used to build up the training plan. | 4 | 4.778 | .311 |
| 6 | Training needs and training objectives are synonymous. | 2 | 9.000 | .011 |
| 7 | Trainees are responsible for their own growth and development. | 4 | 17.556 | .002 |
| 8 | The Hotel's strategies and the training strategies are contradicted. | 3 | 7.778 | .051 |
| 9 | It is easy to apply all what you learned at the training in your work environment. | 4 | 3.667 | .453 |
| 10 | The hotel strategy has a process for a regular review of the training needs of all employees. | 4 | 2.556 | .635 |
| Total | | 14 | 2.000 | 1.000 |

Asymp. Sig. = 1

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees at the "four

star" hotels agreed upon there is no determination for the training needs and goals.

Training Professionals

I- The means and variances for the training professionals' answers at the "four star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | T1 |
|-----------------|-------|-------|-------|-------|-------|-------|--------|-------|-------|-------|-------|
| Mean | 2.25 | 1.875 | 2.375 | 4.875 | 1.125 | 1.125 | 1.875 | 1.75 | 2.375 | 1.375 | 2.1 |
| Variance | 2.215 | 2.125 | 3.696 | 0.125 | 0.125 | 0.125 | 1.5541 | 1.357 | 0.839 | 0.268 | 2.167 |

II- By using Chi-Square for the training professionals' answers at the "four star" hotels to test the hypothesis
H₀: There are no plans and objectives for the training courses

H_a: There are plans and objectives for the training courses
 Table (8) shows the Chi-square test and Asymptotic significance for a group of questions concerned identifying needs and goals for training professionals at the "four star" hotels.

Table (8) Chi-square test and Asymptotic significance for identifying needs and goals related to training professionals at the "four star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|-------------|-------------|
| 1 | The sole priority of training is to achieve the hotel's goals, | 2 | 1.750 | .417 |
| 2 | Departmental training courses are aligned with organizational objectives and goals. | 3 | 6.000 | .112 |
| 3 | Training objectives determined upon the operational problems, | 2 | 3.250 | .197 |
| 4 | Anticipate obstacles to achieve training goals, and identifying means to overcome them. | 1 | 4.500 | .034 |
| 5 | Training plans should react to problems whenever it arise. | 1 | 4.500 | .034 |
| 6 | It is important to have some alternatives of on-shelf training courses to choose among them. | 1 | 4.500 | .034 |
| 7 | Training is for the benefit of individuals. | 2 | 3.250 | .197 |
| 8 | Requests by line management or surveys are often used to build up the training plan | 3 | 6.000 | .112 |
| 9 | The most effective training technique depends on the trainer personality and his type of training delivery | 3 | 3.000 | .392 |
| 10 | Training and development is the department that provide training programs, schedules, and organize special programs | 1 | | .480 |
| Total | | 6 | .750 | .993 |

Asymp. = .993
 Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Training professionals in the "four star" hotels agreed upon there are no plans and objectives for the training courses

Five Star Hotels Employees
 I- The means and variances for the employees' answers at the "five star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | T1 |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 1.946 | 1.622 | 1.865 | 2.405 | 2.243 | 1.108 | 3.487 | 4.324 | 2.297 | 1.784 | 1.267 |
| Variance | 1.997 | 1.242 | 1.287 | 1.526 | 1.467 | 0.100 | 1.757 | 1.281 | 1.159 | 1.286 | 2.078 |

II- By using Chi-Square for the employees' answers at the "four star" hotels to test the hypothesis.
H₀: There is no determination for the training goals and needs.

H_a: There is a determination for the training goals and needs.
 Table (9) shows the Chi-square test and Asymptotic significance for a group of questions concerned identifying needs and goals for employees at the "five star" hotels.

Table (9) Chi-square test and Asymptotic significance for identifying needs and goals related to employees at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp, Sig. |
|-----------------|---|-----------|--------------|-------------|
| 1 | The sole priority of training is to achieve the hotel's goals. | 3 | 3.333 | .343 |
| 2 | Departmental training courses are aligned with organizational objectives and goals. | 3 | 32.333 | .000 |
| 3 | Training objectives determined upon the operational problems. | 3 | 18.333 | .000 |
| 4 | Training is for the benefit of individuals. | 3 | 5.667 | .129 |
| 5 | Requests by line management or surveys are often used to build up the training plan. | 2 | 19.000 | .000 |
| 6 | Training needs and training objectives are synonymous. | 4 | 13.917 | .008 |
| 7 | Trainees are responsible for their own growth and development. | 4 | 12.250 | .016 |
| 8 | The Hotel's strategies and the training strategies are contradicted. | 2 | 4.750 | .093 |
| 9 | It is easy to apply all what you learned at the training in your work environment. | 4 | 7.250 | .123 |
| 10 | The hotel strategy has a process for a regular review of the training needs of all employees. | 4 | 16.417 | .003 |
| Total | | 13 | 6.333 | .933 |

Asymp. Sig. = .933

Means that H_0 (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees in the "five star" hotels agreed upon there are no identifying goals and needs for the training courses

Training Professionals

I- The means and variances for the training professionals' answers at the "live star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | T1 |
|-----------------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 3.417 | 1.458 | 1.875 | 3.792 | 1.417 | 2.083 | 2.083 | 1.875 | 2.292 | 3.667 | 2.396 |
| Variance | 2.428 | 0.8684 | 1.940 | 1.216 | 0.775 | 1.558 | 1.732 | 1.418 | 1.694 | 1.710 | 2.198 |

II- By using Chi-Square for the (training professionals' answers at the "five star" hotels to test the hypothesis.

H_0 : There are no plans and objectives for the training courses.

H_a : There are plans and objectives for the training courses.

Table (10) shows the Chi-square test and Asymptotic significance for a group of questions concerned identifying needs and goals for training professionals at the "five star" hotels.

Table(10) Chi-square test and Asymptotic significance for identifying needs and goals related to training professionals at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp .Sig. |
|-----------------|---|----------|----------------|-------------|
| 1 | The sole priority of training is to achieve the hotel's goals. | 3 | 10.027 | .018 |
| 2 | Departmental training courses are aligned with organizational objectives and goals. | 2 | 23.568 | .000 |
| 3 | Training objectives determined upon the operational problems. | 2 | 10.595 | .005 |
| 4 | Anticipate obstacles to achieve training goals, and identifying means to overcome them. | 2 | 8.162 | .017 |
| 5 | Training plans should react to problems whenever it arise. | 3 | 16.514 | .001 |
| 6 | It is important to have some alternatives of on-shelf training courses to choose among them. | 1 | 33.108 | .000 |
| 7 | Training is for the benefit of individuals. | 2 | 7.189 | .027 |
| 8 | Requests by line management or surveys are often used to build up the training plan | 2 | 16.270 | .000 |
| 9 | The most effective training technique depends on the trainer personality and his type of training delivery | 3 | 22.135 | .000 |
| 10 | Training and development is the department that provide training programs, schedules, and organize special programs | 2 | 10.595 | .005 |
| Total | | 4 | 142.973 | .000 |

Asymp. Sig. = .0

Means that H_0 (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted . Training Professionals

at the "five star" hotels agreed upon there is determination for the training plans, needs and goals.

Evaluation of The Training Results

"Four Star" Hotels

Training Professionals

I- The means and variances for the training professionals' answers about the evaluation of training results at the "four star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | T2 |
|-----------------|-------|-------|-------|-------|-------|--------|
| Mean | 3.889 | 3.778 | 4.167 | 3.722 | 1.722 | 3.456 |
| Variance | 1.869 | 1.830 | 1.676 | 2.801 | 0.801 | 2.4982 |

II- By using Chi-Square for the training professionals' answers at the "four star" hotels to test the hypothesis H_0 : There is no training evaluation process for the trainings' results H_a : There is an evaluation process in order to evaluate the trainings' results.

Table (11) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for training professionals at the "four star" hotels.

Table(11) Chi-square test and Asymptotic significance for evaluation of the training results related to training professionals at the "four star" hotels.

| Question Number | Question | Df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|---------------|-------------|
| 1 | Evaluation is a significant part at the training' process committed immediately after the training course | 4 | 10.889 | .028 |
| 2 | Change in the performance results is the only indicator for the training success | 4 | 7.556 | .109 |
| 3 | Training evaluation is a step to end up the training process. | 4 | 19.778 | .001 |
| 4 | The hotel has a specific process to evaluate the outcomes of the training and development activities, and communicates the results. | 3 | 9.111 | .028 |
| 5 | Trainees are responsible for the success or failure of the training. Employees have to be self directed learners. | 2 | 4.333 | .115 |
| Total | | 7 | 23.778 | .001 |

Asymp. Sig. = .001

Means that H_0 (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted . Training professionals at the "four star" hotels agreed upon there is review and evaluation for the training's results and outcomes.

Managers

I- The means and variances for the managers' answers about the evaluation of the training results at the "four star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | T2 |
|-----------------|-------|-------|-------|-------|-------|---------|
| Mean | 2.154 | 2.154 | 2.539 | 2 | 2.769 | 2.323 • |
| Variance | 1.308 | 1.308 | 1.308 | 1.308 | 1.603 | 1.410 |

II- By using Chi-Square for the managers' answers at the "four star" hotels to test the hypothesis; H_0 : There is no training evaluation process for the trainings' results H_a : There is an evaluation process in order to evaluate the trainings' results.

Table (12) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for managers at the "four star" hotels.

Table (12): Chi-square test and Asymptotic significance for evaluation of the training results related to managers at the "four star" hotels.

| Question Number | Question | Df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|---------------|-------------|
| 1 | Evaluation is a significant part at the training process committed immediately after the training course | 1 | 3.769 | .052 |
| 2 | Change in the performance results is the only indicator for the training success | 1 | 3.769 | .052 |
| 3 | Trainees are responsible for their own growth and development. | 2 | 1.077 | .584 |
| 4 | Trainees are responsible for the success or failure of the training. Employees have to be self directed learners. | 2 | 1.077 | .584 |
| 5 | The hotel has a specific process to evaluate the outcomes of the training and development activities, and communicates the results. | 2 | 1.077 | .584 |
| Total | | 4 | 42.615 | .000 |

Asymp. Sig. = .0

Means that H_0 (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted . Managers at the "four star" hotels agreed upon that there is an evaluation process in order to evaluate the training results.

Employees

I- The means and variances for the employees' answers about the evaluation of the training results at the "four star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | T3 |
|-----------------|-------|-------|-------|-------|-------|-------|--------|
| Mean | 1.125 | 1.5 | 2.625 | 2.125 | 2.25 | 3.625 | 2.2083 |
| Variance | 0.125 | 0.571 | 3.125 | 1.554 | 2.214 | 2.839 | 2.211 |

II- By using Chi-Square for the employees' answers at the "four star" hotels to test the hypothesis;

H₀: There is no review and evaluation for the training results and outcomes. **H_a:** There is review evaluation for the training results and outcomes.

Table (13) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for employees at the "four star" hotels.

Table (13) Chi-square test and Asymptotic significance for evaluation of the training results related to employees at the "four star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|--------------|-------------|
| 1 | The hotel has a specific process to evaluate the outcomes of the training and development activities, and communicates the results. | 1 | 4.500 | .034 |
| 2 | Supervisors give the employees the chance to try out their training on the job immediately. | 2 | 3.250 | .197 |
| 3 4 | Supervisors appreciate employees who do their jobs as taught in training. | 3 | 1.000 | .801 |
| | Tools needed to do the job by the way taught in the training are always available. | 2 | .250 | .882 |
| 5 6 | Supervisors recommend their own way in performing the job than the way taught in the (training. | 2 | 1.750 | .417 |
| | Trainees are responsible for the success or failure of the training. Employees have to be self directed learners. | 3 | 3.000 | .392 |
| Total | | 5 | 1.000 | .963 |

Asymp. Sig. = .963

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees in the "four star" hotels agreed upon that there is no training evaluation process for the trainings' results

"Five Star" Hotels

Training Professionals

I- The means and variances for the training professionals' answers about the evaluation of training results at the "five star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | T2 |
|-----------------|-------|-------|-------|-------|-------|-------|
| Variance | 1.838 | 1.973 | 2.081 | 1.865 | 2.838 | 0.962 |
| Mean | 1.362 | 1.360 | 1.243 | 1.231 | 1.134 | 1.378 |

II- By using Chi-Square for the training professionals' answers at the "five star" hotels to test the hypothesis.

H₀: There is no training evaluation process for the trainings' results.

H_a: There is an evaluation process in order to evaluate the trainings' results.

Table (14) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for training professionals at the "five star" hotels.

Table (14) Chi-square test and Asymptotic significance for evaluation of the training results related to training professionals at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|---------------|-------------|
| 1 | Training process is determined by its assigned budget. | 2 | 26.000 | .000 |
| 2 | It is difficult to identify the cost-benefit . analysis for each training process. | 3" | 41.595 | .000 |
| 3 | Benefits are translated into monetary terms. | 3 | 41.595 | .000 |
| 4 | Costs and benefits are calculated immediately after the training course. | 3 | 41.595 | .000 |
| 5 | In order to determine the benefits of the training, performance should be evaluated once before the training and after the training course. | 2 | 26.000 | .000 |
| Total | | 4 | 75.135 | .000 |

Asymp. Sig. = .0

Means that H₀ (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted. Training Professionals at the "five star" hotels agreed upon there is review and evaluation for the training's results and outcomes.

Managers

I- The means and variances for the managers' answers about the evaluation of the training results at the "five star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | T2 |
|-----------------|-------|-------|-------|-------|-------|-------|
| Mean | 3.233 | 3.533 | 2.1 | 3.4 | 1.833 | 2.82 |
| Variance | 1.633 | 1.292 | 1.610 | 1.076 | 1.730 | 1.934 |

II- By using Chi-Square for the managers' answers at the "five star" hotels to test the hypothesis; H₀: There is no training evaluation process for the trainings' results H_a: There is an evaluation process in order to evaluate the trainings' results Table (15) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for managers at the "five star" hotels.

Table (15) Chi-square test and Asymptotic significance for evaluation of the training results related to managers at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|---------------|-------------|
| 1 | Evaluation is a significant part at the training process committed immediately after the training course | 4 | 4.667 | .323 |
| 2 | Change in the performance results is the only indicator for the training success | 4 | 26.333 | .000 |
| 3 | Trainees are responsible for their own growth and development. | 4 | 18.000 | .001 |
| 4 | Trainees are responsible for the success or failure of the training. Employees have to be self directed learners. | 4 | 28.667 | .000 |
| 5 | The hotel has a specific process to evaluate the outcomes of the training and development activities, and communicates the results. | 4 | 35.667 | .000 |
| Total | | 4 | 38.067 | .000 |

Asymp. Sig. = .0

Means that H_0 (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted. Managers at the "five star" hotels agreed upon that there is an evaluation process in order to evaluate the training results.

Employees

I- The means and variances for the employees' answers about the evaluation of the training results at the "five star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | T3 |
|-----------------|--------|-------|-------|-------|-------|-------|-------|
| Mean | 2.458 | 3.708 | 2.917 | 3.5 | 4.375 | 1.458 | 3.069 |
| Variance | 1.7379 | 2.042 | 1.993 | 1.652 | 1.114 | 0.694 | 2.373 |

II- By using Chi-Square for the employees' answers at the "five star" hotels to test the hypothesis;

H_0 : There is no review and evaluation for the training results and outcomes.

H_a : There is review evaluation for the training results and outcomes.

Table (16) shows the Chi-square test and Asymptotic significance for a group of questions concerned evaluation of the training results for employees at the "five star" hotels.

Table (16) Chi-square test and Asymptotic significance for evaluation of the training results related to employees at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. |
|-----------------|---|----------|--------------|-------------|
| 1 | The hotel has a specific process to evaluate the outcomes of the training and development activities, and communicates the results. | 4 | 10.583 | .032 |
| 2 | Supervisors give the employees the chance to try out their training on the job immediately. | 4 | 10.167 | .038 |
| 3 | Supervisors appreciate employees who do their jobs as taught in training. | 4 | 4.750 | .314 |
| 4 | Tools needed to do the job by the way taught in the training are always available. | 4 | 11.000 | .027 |
| 5 | Supervisors recommend their own way in performing the job than the way taught in the training. | 4 | 31.000 | .000 |
| 6 | Trainees are responsible for the success or failure of the training. Employees have to be self directed learners. | 3 | 27.667 | .000 |
| Total | | 8 | 6.750 | .564 |

Asymp. Sig. = .564

Means that H_0 (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees in the "five star" hotels agreed upon that there is no training evaluation process for the trainings' results.

To test H_2 : *There is a significant, relationship between the training as a strategic decision and the training process results,*

"Four Stair" Hotels

Training Professionals

1- The means and variances for the training professionals' answers about the training strategies at the "four star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | T2 |
|-----------------|----|----|-------|-------|-------|-------|-------|------|-------|
| Mean | 5 | 5 | 2.875 | 1.125 | 4.875 | 3.75 | 3.75 | 1.75 | 3.516 |
| Variance | 0 | 0 | 1.839 | 0.125 | 0.125 | 1.357 | 2.214 | 0.5 | 2.667 |

II- By using Chi-Square for the training professionals' answers at the "four star" hotels to test the hypothesis.

H_0 : There are no training strategies and plans. "Training decisions are not strategic decisions"

H_a : There are training strategies and plans.

Table (17) shows the Chi-square test and Asymptotic significance for a group of questions concerned strategic training and development for training professionals at the "four star" hotels.

Table (17) Chi-square test and Asymptotic significance for strategic training and development related to training professionals at the "four star" hotels

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|--------------|-------------|
| *1 | Have you ever been involved in training strategic planning? | | | |
| **2 | Have you ever used structured steps to build up a training course? | | | |
| 3 | Each training course needs its special steps to be built up. | 3 | 3.000 | .392 |
| 4 | Training needs and training objectives are synonymous. | 1 | 4.500 | .034 |
| 5 | Training professionals participate in formulating the hotel's strategies. | 1 | 2.500 | .034 |
| 6 | The Hotel's strategies and the training strategies are contradicted. | 3 | 2.000 | .572 |
| 7 | The hotel strategy has a process for a regular review of the training needs of all employees | 3 | 2.000 | .572 |
| 8 | The human performance strategy is just to train poor performance. Training is the only solution for poor performance. | 2 | 1.750 | .417 |
| Total | | 3 | 2.000 | .572 |

* At question number 1, all the respondents agreed upon one answer; all of them were **strongly disagreed** that they have ever been involved in a training strategic planning. So the test did not provide frequencies.

** At question number 2, all the respondents agreed upon one answer; all of them were **strongly disagreed** that they have you ever used structured steps to build up a training course. So the test did not provide frequencies.

Asymp. Sig. = .572

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Training professionals in the "four star" hotels agreed upon that there are no training strategies and plans. "Training decisions are not decisions"

Managers

1- The means and variances for the managers' answers about the training strategies at the "four star" hotels were as illustrated in the table below:

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |
|-----------------|-------|-------|-------|-------|-------|--------|-------|-------|
| Mean | 2.846 | 1.846 | 2.154 | 4.462 | 1.462 | 1.3815 | 4.692 | 3 |
| Variance | 2.808 | 0.808 | 2.808 | 0.808 | 2.308 | 0.269 | 0.269 | 0.756 |

| | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | T1 |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 2.154 | 2.385 | 1.692 | 5 | 4.385 | 3.692 | 2.692 | 2.923 |
| Variance | 0.731 | 2 | 0.974 | 1.423 | 1.231 | 0 | 1.256 | 2.546 |

II- By using Chi-Square for the managers' answers at the "four star" hotels to test the hypothesis.

H₀: There are no training strategies and plans. "Training decisions are not strategic decisions".

H_a: There are training strategies and plans.

Table (18) shows the Chi-square test and Asymptotic significance for a group of questions concerned strategic training and development for managers at the "four star" hotels.

Table (18) Chi-square test and Asymptotic significance for strategic training and development related to managers at the "four star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|---|----------|---------------|-------------|
| 1 | The sole priority of training is to achieve the hotel's goals. | 2 | 5.692 | .058 |
| 2 | Departmental training courses are aligned with organizational | 1 | .077 | .782 |
| 3 | Training objectives determined upon the operational problems. | 1 | 9.308 | .002 |
| 4 | Anticipate obstacles to achieve training goals in order to overcome them. | 1 | .077 | .782 |
| 5 | Training plans should react to problems whenever it arise. | 1 | 9.308 | .002 |
| *6 | It is important to have some alternatives of on-shelf training courses to choose among them. | | | |
| 7 | Have you ever been involved in training strategic planning? | 1 | 3.769 | .052 |
| 8 | Each training course needs its special steps to be built up. | 3 | 2.692 | .442 |
| 9 | Training is for the benefit of individuals. | 1 | 3.769 | .052 |
| 10 | Requests by line managers or surveys are often used to build up the training plan. | 2 | 5.692 | .058 |
| 11 | Training needs and training objectives are synonymous. | 1 | 1.923 | .166 |
| **12 | Training professionals participate in formulating the hotel's strategies. | | | |
| 13 | The Hotel's strategies and the training strategies are contradicted. | 1 | 3.769 | .052 |
| 14 | The hotel strategy has a process for a regular review of the training needs of all employees. | 2 | 8.000 | .018 |
| 15 | The human performance strategy is just to train poor performance. Training is the only solution for poor performance. | 2 | 8.000 | .018 |
| Total | | 4 | 33.590 | .000 |

* At question number 6, all respondents agreed upon one answer, all of them were agree that It is important to have some alternatives of on-shelf training courses to choose among them. So the test did not provide frequencies.

** at question number 12, all respondents agreed upon one answer, all of them were Strongly disagree that Training professionals participate in formulating the hotel's strategies. So the test did not provide frequencies.

Asymp. Sig. = .0

Means that H_0 (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted. Managers at the "four star" hotels agreed upon that there is strategic training and plans.

Five Star Hotels

Training Professionals

I- The means and variances for the training professionals' answers about the training strategies at the "five star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | T2 |
|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 4.333 | 3.708 | 2.5 | 2.292 | 4.75 | 3.833 | 1.625 | 3.958 | 3.375 |
| Variance | 1.536 | 2.303 | 1.478 | 2.042 | 0.283 | 3.014 | 1.027 | 1.259 | 2.623 |

II- By using Chi-Square for the training professionals' answers at the "five star" hotels to test the hypothesis

H_0 : There are no training strategies and plans. "Training decisions are not strategic decisions" H_a : There are training strategies and plans.

Table (19) shows the Chi-square test and Asymptotic significance for a group of questions concerned strategic training and development for training professionals at the "five star" hotels.

Table (19) Chi-square test and Asymptotic significance for strategic training and development related to training professionals at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|--|----|------------|-------------|
| 1 | Have you ever been involved in training strategic planning? | 3 | 23.667 | .000 |
| 2 | Have you ever used structured steps to build up a training course? | 4 | 16.417 | .003 |
| 3 | Each training course needs its special steps to be built up. | 4 | 10.583 | .032 |
| 4 | Training needs and training objectives are synonymous. | 4 | 10.583 | .032 |
| 5 | Training professionals participate in formulating the hotel's strategies. | 2 | 23.250 | .000 |
| 6 | The Hotel's strategies and the training strategies are contradicted. | 3 | 20.333 | .000 |
| 7 | The hotel strategy has a process for a regular review of the training needs of all employees | 2 | 9.750 | .008 |

| | | | | |
|--------------|---|-----------|--------------|-------------|
| 8 | The human performance strategy is just to train poor performance. Training is the only solution for poor performance. | 4 | 12.667 | .013 |
| Total | | 15 | 4.000 | .998 |

Asymp. Sig. = .998

Means that H_0 (null hypothesis) is *significant*, so null hypothesis will be accepted. Training professionals in the "five star" hotels agreed upon that there are no training strategies and plans. "Training decisions are not strategic decisions".

Managers

I- The means and variances for the managers' answers about the training strategies at the "five star" hotels were as illustrated in the table below;

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |
|----------|-------|-------|------|-------|-------|-------|-------|-------|
| Mean | 3.5 | 1.467 | 2.2 | 3.567 | 1.967 | 2.3 | 3.167 | 1.833 |
| Variance | 2.121 | 0.326 | 1.82 | 1.702 | 1.689 | 1.183 | 2.557 | 0.764 |

| | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 | T1 |
|----------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mean | 1.933 | 1.7 | 2.2 | 4.233 | 4.433 | 1.567 | 3.8 | 2.658 |
| Variance | 1.375 | 0.907 | 0.924 | 0.875 | 0.738 | 0.599 | 1.131 | 2.177 |

II- By using Chi-Square for the managers' answers at the "five star" hotels to test the hypothesis

H_0 : There are no training strategic and plans. "Training decisions are not strategic decisions"

H_a : There are training strategies and plans.

Table (20) shows the Chi-square test and Asymptotic significance for a group of questions concerned strategic training and development for managers at the "five star" hotels.

Table (20) Chi-square test and Asymptotic significance for strategic training and development related to managers at the "five star" hotels.

| Question Number | Question | df | Chi-Square | Asymp. Sig. |
|-----------------|--|----|------------|-------------|
| 1 | The sole priority of training is to achieve the hotel's goals. | 3 | 3.867 | .276 |
| 2 | Departmental training courses are aligned with organizational objectives and goals. | 2 | 13.400 | .001 |
| 3 | Training objectives determined upon the operational problems. | 4 | 12.667 | .013 |
| 4 | Anticipate obstacles to achieve training goals in order to overcome them. | 4 | 16.667 | .002 |
| 5 | Training plans should react to problems whenever it arise. | 3 | 14.000 | .003 |
| 6 | It is important to have some alternatives of on-shelf training courses to choose among them. | 4 | 23.667 | .000 |
| 7 | Have you ever been involved in training strategic planning? | 3 | .667 | .881 |
| 3 | Each training course needs its special steps to be built up. | 3 | 13.467 | .004 |
| 9 | Training is for the benefit of individuals. | 4 | 23.667 | .000 |
| 10 | Requests by line managers or surveys are often used to build up the training plan. | 3 | 18.800 | .000 |

| | | | | |
|--------------|---|----------|---------------|-------------|
| 11 | Training needs and training objectives are synonymous. | 3 | 17.200 | .001 |
| 12 | Training professionals participate in formulating the hotel's strategies. | 3 | 16.667 | .001 |
| 13 | The Hotel's strategies and the training strategies are contradicted. | 5 | 24.667 | .000 |
| 14 | The hotel strategy has a process for a regular review of the training needs of all employees. | 3 | 22.533 | .000 |
| 15 | The human performance strategy is just to train poor performance. Training is the only solution for poor performance. | 4 | 24.333 | .000 |
| Total | | 4 | 97.778 | .000 |

Asymp. Sig. = .0

Means that H₀ (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted. Managers at the "five star" hotels agreed upon that there is strategic training and plans.

Summarize the H₂ analysis:

The Table (21) summarizes the analysis of the previous points concerning H₂ analysis

Table (21)

| Factor | Four Star | | Five Star | |
|--------------------|---|---------------------------------|---|---------------------------------|
| | Managers | Training Professional | Managers | Training Professional |
| Strategic Training | There is training strategies (Training is a strategic decision) | There is No training strategies | There is training strategies (Training is a strategic decision) | There is No training strategies |

From the previous table we can summarize that:

Managers at the "Four Star" hotels and the "Five Star" hotels agreed upon, there is training strategies; i.e. training decision is a strategic decision.

Training professionals at the "Four Star" hotels and the "Five Star" hotels agreed upon, there is no training strategies; i.e. training decision is not a strategic decision.

To test H₃: *"There is a significant relationship between shifting the training from, its traditional approach to a Human Performance Enhancement tool and the training process results". Training Professionals & Managers*

By using these factors:

1.1. The Role of the Training and Development department.

H₀: Training and Development department role is not merely to provide training programs, schedules, and organize special programs.

H_a: Training and Development department role is merely to provide training programs, schedules, and organize special programs

- 1.2. Training is the only solution for poor performance. H₀: Training is not the only solution for poor performance H_a: Training is the only solution for poor performance
- 1.3. Training costs are expenses rather than investments.

H₀: Training costs do not consider as an expenses.

H_a: Training costs consider as an expenses.

1.4. Trainees are responsible for their own growth.

H₀: Trainees are not responsible for their own growth.

H_a: Trainees are responsible for their own growth

"Four Star" Hotels

Table (22) analyzes the data of the Training Professionals and Managers opinions at the "Four Star" hotels in the traditional training approach.

Table (22) Chi-Square & Asymptotic Significance training traditional approach and Human Performance Enhancement at "Four Star" Hotels

| Factors | Training Professionals | | | Managers | | |
|---|------------------------|------------|-------------|----------|------------|-------------|
| | df | Chi-Square | Asymp. Sig. | Df | Chi-Square | Asymp. Sig. |
| 1- The Role of the Training and Development | 1 | 4.500 | .034 | 4 | 33.590 | .000 |
| 2- Training is the only solution for poor performance. | 2 | 6.250 | .044 | 1 | 9.308 | .002 |
| 3- Training costs are considered as expenses rather than investments. | 1 | 4.500 | .034 | 2 | 11.231 | .004 |
| 4- Trainees are responsible for their own growth. | 1 | 4.500 | .034 | 4 | 18.000 | .001 |

The previous table shows that training professionals and managers at the "four star" hotels have the same opinion about the following aspects;

- 1. Training and Development department role is merely to provide training programs, schedules, and organize special programs.
- 2. Training is the only solution for poor performance.
- 3. Training costs are considered as expenses rather investments.
- 4. Trainees are responsible for their own growth. Trainees are responsible for the success or failure of any training course.

"Five Star" Hotels

Table (23) analyzes the data of the Training Professionals and Managers opinions at the "Five Star" hotels in the traditional training -approach.

Table (23) Chi-Square & Asymptotic Significance training traditional approach and Human Performance Enhancement at "Five Star" Hotels

| Factors | Training Professionals | | | Managers | | |
|---|------------------------|------------|------------|----------|------------|------------|
| | df | Chi-Square | Asymp Sig. | Df | Chi-Square | Asymp Sig. |
| 1-The Role of the Training and Development department. | 4 | 16.417 | .003 | 3 | 7.867 | .049 |
| 2-Training is the only solution for poor performance. | 4 | 12.667 | .013 | 4 | 35.667 | .000 |
| 3- Training costs are considered as expenses rather than investments. | 2 | 27.270 | .000 | 3 | 67.600 | .000 |
| 4-Trainees are responsible for their own growth. | 2 | 36.750 | .000 | 1 | 3.769 | .052* |

The previous table shows that training professionals and managers at the "five star" hotels agreed upon:

1. Training and Development department role is merely to provide training programs, schedules, and organize special programs.
2. Training is the only solution for poor performance.
3. Training costs are considered as expenses rather investments.

But there is a difference in their opinion in the last aspect;

- * Training Professionals at the "five star" hotels agreed upon trainees are responsible for their own growth. And trainees are responsible for the success or failure of any training course.
- * Managers at the "five star" hotels agreed upon trainees are not responsible for their own growth. And trainees are not responsible for the success or failure of any training course

Employees:

"Four Star Hotels"

- 1.1. Trainees are responsible for their own growth.
(Trainees are responsible for the success or failure of the training).

H₀: Trainees are not responsible for their own growth
H_a: Trainees are responsible for their own growth

| Chi-Square | df | Asymp. Sig. |
|------------|----|-------------|
| 7.778 | 3 | .051 |

Asymp. Sig. = .051

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees at the "four star" hotels agreed upon trainees are not responsible for their own growth.

- 1.2. Training is for the benefit of individuals.

H₀: Training is not for the benefit of individuals.

H_a: Training is for the benefit of individuals. "It is for the benefit of business".

| Chi-Square | df | Asymp. Sig. |
|------------|----|-------------|
| 1.111 | 3 | .774 |

Asymp. Sig. = .774

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will, be accepted. Employees at the "four star" hotels agreed upon training is not for the benefit of individuals. "It is for the benefit of business"

"Five Star Hotels"

- 1.1. Trainees are responsible for their own growth.

(Trainees are responsible for the success or failure of the training).

H₀: Trainees are not responsible for their own growth.

H_a: Trainees are responsible for their own growth.

| Chi-Square | df | Asymp. Sig. |
|------------|----|-------------|
| 7.556 | 4 | .109 |

Asymp. Sig. = .109

Means that H₀ (null hypothesis) is *significant*, so null hypothesis will be accepted. Employees at the "five star" hotels agreed upon trainees are not responsible for their own growth.

- 1.2. Training is for the benefit of individuals
H₀: Training is not for the benefit of individuals.
H_a: Training is for the benefit of individuals.

| Chi-Square | df | Asymp. Sig. |
|------------|----|-------------|
| 7.189 | 2 | .027 |

Asymp. Sig. = .027

Means that H₀ (null hypothesis) is *insignificant*, so null hypothesis will be rejected and the alternative hypothesis will be accepted. Employees at the "five star" hotels agreed upon training is for the benefit of individuals.

5.5. Comparative analysis

The comparison between the responses of the employees, managers, and training professionals at the "Four Star" hotels and the "five Star" hotels. By using **Mann-Whitney U, Wilcoxon W tests**.

Mann-Whitney U, Wilcoxon W tests are tests used for non-parametric distribution, used for small samples, and they are used to determine if a difference exists between two groups.

H₀: There is no difference between the two groups' answers.

H_a: There is difference between the two groups' answers

If Asymptotic Significances (Asymp. Sig. > 0.05, the null

hypothesis (**H₀**) will be accepted, and if Asymptotic Significance is ≤ 0.05 the null will be rejected and we will accept the alternative hypothesis (**H_a**).

Table (24) shows the similarities and differences between the responses of Employees at the (Four Star) hotels and the (Five Star) hotels.

Table (24) The differences and similarities between the Employees' responses at the (Four Star) hotels and the (Five Star) hotels.

| Factor | Employees | | |
|--------------------------------------|----------------|------------|-------------|
| | Mann-Whitney U | Wilcoxon W | Asymp. Sig. |
| Identifying Training Goals and Needs | 67.000 | 103.000 | .765* |
| Training Evaluation | 364.500 | 664.000 | .179* |

* From the previous table we can conclude that there is no significant difference between the employees' responses in the (Four Star) hotels and the (Five Star) hotels at the following aspects;

- Identifying Training goals and needs (There is no identification of the training needs and goals)
- Training Evaluation (There is no training evaluation process in order to evaluate and follow up the training's outcomes)

Table (25) shows the similarities and the differences between the Training Professionals' responses at the (Four Star) hotels and the (Five Star) hotels.

Table (25) The differences and similarities between the Training Professionals' responses at the (Four Star) hotels and the (Five Star) hotels.

| Factor | Training Professionals | | |
|--------------------------------------|------------------------|------------|-------------|
| | Mann-Whitney U | Wilcoxon W | Asymp. Sig. |
| Identifying Training Goals and Needs | 24.000 | 60.000 | .002 |
| Training Evaluation | 64.500 | 100.500 | .169* |
| Cost- Benefit analysis | 25.500 | 61.500 | .053* |
| Strategic Training | 84.000 | 384.000 | .599* |

* From the previous table we can conclude that there is no significant difference between the training professionals' responses in the (Four Star) hotels and the (Five Star) hotels at the following aspects;

- Training Evaluation (There is training evaluation process in order to evaluate and follow up the training's outcomes)
- Cost-Benefits analysis (There is no cost-benefit analysis in order to measure the costs through the benefits of the training costs, to decide does this training course worth or not)
- Strategic Training (There is no training strategy at the hotel, and the training is considered as a strategic decision)

- But there is a significant difference in their responses about the identifying the training needs and goals.

Table (26) shows the similarities and the differences between the Managers' responses at the (Four Star) hotels and the (Five Star) hotels.

Table (26) The differences and similarities between the Managers' responses at the (Four Star) hotels and the (Five Star) hotels.

| Factor | Managers | | |
|------------------------|----------------|------------|-------------|
| | Mann-Whitney U | Wilcoxon W | Asymp. Sig. |
| Training Evaluation | 102.009 | 193.000 | .130 |
| Cost- Benefit analysis | 153.500 | 244.500 | .276 |
| Strategic Training | 101.000 | 568.000 | .150 |

From the previous table we can conclude that there is no significant difference between managers' responses in the (Four Star) hotels and the (Five Star) hotels at the following aspects;

- Training Evaluation (There is training evaluation process in order to evaluate and follow up the training's outcomes)
- Cost-benefit analysis (There is a cost-benefit analysis in order to measure the costs through the benefits of the training costs, to decide does this training course worth or not)
- Strategic training (There is training strategy at the hotel, and the training is considered as a strategic decision)

Results

- There is no significant different between **Employees and Training Professionals'** opinions

about identifying training goals and needs, Both **agreed upon** the following points:

- There is no identifying for training needs and goals.
 - Departmental training courses are not aligned with organizational objectives and goals
 - Training objectives are not determined upon the operational problems.
 - The hotel strategy doesn't have a process for a regular review of the training needs of all employees.
- There is a significant different between employees and training professionals' opinions in the following points:
- Training is for the benefit of individuals.
 - Trainees are responsible for their own growth and development.
 - It is easy to apply all what the trainee learned at the training in the work environment.
- There is a significant difference between the **Employees, Mangers, and Training Professionals** about the training results evaluation.
- Employees agreed upon there is no evaluation process to evaluate the training's results and outcomes.
 - While mangers and training professionals agreed that there is an evaluation process to evaluate the training's results and outcomes.
- Managers and training professionals agreed upon these aspects:
- Training evaluation is a step to end up the training process.
While training evaluation is a process has to start with the beginning of the training process by evaluating the training needs and continue to evaluate each step in the training.
- Employees agreed upon:
- Tools needed to do the job by the way taught in the training are not always available.

Conclusion

1- All the previous aspects for both the "Four and Five Star" hotels and the differences in the opinions between (the employees, the mangers, and the training professionals) about applying the main steps of the training process indicate that the training process does not done properly in its full steps before each training course, and this prove (H₁), There is a significant relationship between how efficiently the

training process steps are done and the training process results.

- 2- All the previous aspects for both the "Four Star and Five Star" hotels and the differences in the opinions between (the mangers and the training professionals) about the formulating and applying the training strategies, and Training decision is neither a strategic decision nor an operational decision, it is according to the problem occurred. This prove (H₂), there is a significant relationship between the training as a strategic decision and the training process results.
- 3- All the previous aspects for both the "Four Star and Five Star" hotels and the differences in the opinions between (the mangers, the training professionals, and employees) about the role of the training department as just offering training courses not as a "Human performance enhancement" tool, in order to invest the employees, this prove (H₃), There is a significant relationship between shifting the training from its traditional approach to a "Human Performance Enhancement" tool and the training process results.
- 4- As a conclusion, there is a significant relationship between, the training results and how efficiently the training process steps are done, considering training as a strategic decision, and shifting the training from its traditional approach to a Human Performance Enhancement tool.
-Mangers, Training Professionals, and Employees are responsible together about the success or failure of any training course. Each of them has his role and each of them has to play his role in a very efficient way, in order to eliminate the training's obstacles and make the training course meets its goal.
- 5- From the results of the study analysis and the comparative analysis, the researcher discover that there are differences in the opinions of (managers, training professionals, employees) at both the "Four and Five Star" hotels in some aspects related to the training process, the training strategies, and the role of the training department.

Recommendations:

The researcher recommendation is an overview that targets overall all managers, training professionals, and employees in any hotel either "Four Star" hotels or "Five Star" hotels, in order to

prove their deficiency in implementing and benefiting from the output of any training course.

1. The managers and the training professionals should know that training is not the sole solution for every poor performance. Training process will investigate and show if the training is the solution for this problem aroused or not.
2. Training professionals should recognize that each training course needs its especial training process steps.
3. Managers must continually improve their skills in identifying and analyzing employees' training needs. Because managers should know that ... If they identify the needs incorrectly, the whole process will fail.
4. Managers and Training professionals understand that there is no an ideal training method. The most effective training method will depend on the particular job and its skills requirements and the particular training topic. And they must be aware by all varies training methods.
5. Training professionals should differentiate between the training process steps and developing training course steps.
6. Training professionals have to make the training cost-benefit analysis before the training course not after, in order to identify the training benefits, analyze the training costs, and comparing together to decide if this training course worth or not.
7. Training professional with the assist of mangers need to translate the benefits of the training into monetary terms as can as possible, in order to compare it with the training costs.
8. Training professionals and managers should properly prepare an evaluation process, starts with the beginning of the training process by evaluate the training's needs and ends by following up the training results' achievement.
9. Managers should keep the effectiveness of training as objective as possible.
10. Training professionals should believe in their new approach as Human Performance Enhancement rather than, just organizing and developing training courses.
11. Managers should avoid the common error that makes any training process fails, or less valid, and less reliable, which is "train for the sake of training", this error can quickly destroy the effectiveness of any training

course. They have to believe in the training and in its benefits to them and to their hotels. And the training is an investment in their "Human Asset".

12. Training professionals and Managers have to be aware of the differences between the employees in their readiness to learn and growth. Employees only are not responsible for their own growth, but their "supervisors are also responsible for their growth .
13. Employees need to feel that, they are a critical party in any training course by sharing them in analyzing their training needs.
14. Managers should not let trainees feel as if their performance after the training does not matter or that no one ever notices their achievements. All employees want to feel that their improving in performance and behavior are appreciated.
15. Employees need to see how much do the managers support their training, by offering them all the tools needed to apply what they have learned at the training course.
16. Managers should understand the importance of the training and development and to what extend it may affect the hotel's future, thereby training decisions should be strategic decisions, and training strategies should be formulated within the broad context of the organization strategy.
17. Good communications between training professionals and all other Human Resources sectors as recruitment and selection, performance appraisal, compensation and benefits will make analyzing the training needs and following up the training's outcomes easier and more beneficent.
18. Employees have to recognize that the training is for their benefit. And any training course would not success, if they are not being self-developed oriented.
19. Mangers, Training Professionals, and Employees have to understand well their own role in any training process success;
 - Managers have to deal with the training as a strategic decision; they have to put a flail training strategy with its mission, vision, and goals in the context of the broad hotel strategy.
 - Training Professionals have to know the new role of the training department as a Human performance enhancement tool. And they should have a clear understanding about the training process and its importance for each training course.

-Employees should have a self-development and the willingness to change and improve, and to understand that the training is for their benefit as well as for the benefit of the hotel.

The success or fail of any training course is the responsibility of the managers, training professionals, and the employees.

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6/12/2012