
HR Training's Impact on the Overall Performances: A survey of Budgeted Hotels in India and Pakistan

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Abstract

This qualitative research is commenced at the 2-stars hotels in the India and Pakistan to investigate the impact of the HR training on the overall performance of the employees in the Eastern part of world. The study is mainly carried with the aim to establish a correlation between HR training and the actual performance of employees. The literature showed that employee commitment and performance are due to effective HR practices inside the organisation. This study is consisted with the theories related to correlation between HR training and actual performance. The literature at hand and present findings both indicate that there is significant and strong relation between research variables in the east part of world. Using purposive sampling exactly 600 respondents in survey by having equal 300 from each country through self-administered questionnaire were used. The survey questionnaire used in research is degree-based matrix one, developed based on Likert scale. The results confirmed that HR training has significant impact on employees' overall performance in both countries. Furthermore, present study confirmed that training is an essential tool to motivate employees as those perceiving training as an opportunity for the growth in careers performs better. Social orientation due to training is higher in Pakistan but career aspects and other factors are more visible in India. Lastly, job rotation is a recommended strategy for better performance.

Keywords: Employee commitment, employee performance, HR training, hotel industry

JEL Classification: J24; J41; L20; M53; M19

1. Introduction

Human Resource practices are vital factors that have significant impact on the performance of an organization (Haque & Yamoah, 2014). Every organization's operational requirement is fulfilled dependently of their workforce, human resources cannot be only termed as a department allocated only for the professional handling of the human resource of an organization, it works in broader range where it deals with all significant functions of the department in an organization. Human Resource is an association between an organization and its employees, economist has studied and termed HR as a productivity efficiency of the organization. In fact, when the human resource of an organization was not a separate entity, the

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organization's operations were still operating in a well-organized manner as the human resource operations were indirectly coordinated with other departments responsibilities. Once the importance of these operations has attained recognition the functions were taken care under the supervision of an entirely separate department to be virulent to employees' needs. There have been no doubts in terms of having significant impact of HR practices in various ways on employees' performance. HR policies are considered as vital tool in managing human capital in an efficient and effective manner, the policies are not only to have a human capital gathered for one common purpose but also for the implementing practices that are beneficial in enhancing productivity among employees where they can develop specific skills and contribute towards the attainment of organization's long-term objectives. Employee's performance and organizational performance outcome are both influenced by the HR practices to a superior extent (Appelbaum et al, 2003, Voorde, 2009, Baloch et al, 2010; Haque et al., 2015; Zehra, 2016;). The HR practices comprises of several activities such selection and development of employee, job categorization along with sharing vital information. This analysis also included the conclusions of (Peccei, 2004), providing information that the HR practices designed and implemented in an organization does affect the experiences of the employees at their workplace. The related outcome of employees is influenced by the working understanding of the HR practices that are initiated by the organization (Godard, 2001; Voorde, 2009). The Human resource management practices work as a catalyst in an organization where it assist the top management in ensuring that all employees are working as planned and performing their job task accordingly whereas on the other hand Human resource ensure to provide employees with the positive perception with the help of moral support as well as highlighting the flexibility of the practices that will assist employees in developing skills that will contribute towards organization's success and employees development. Hence, the aim is to critically evaluate the HR training's impact on Employee's overall performance in the Hotel Industry of Pakistan and India"

2. Literature Review

As per Zaman & Bakar (2003), research finds the process in the introduction stage to establish a relationship that connects the employees training and development of the employees that provides a better and improved actual performance of employees (cited from Armstrong, 2009). Although various researches are conducted in diverse methods around the western part of the world allowing the exploration of the training influences and actual employee performance however the generalization of the research findings are not as accurate as they had been expected. This has leads to the similar outcome consistency. Many researchers have strong emphasized on the close relation in terms of training program and the employee's level of commitment that will result in improving the employees performance in whole (Armstrong 2009, Voorde, 2009, Bartlett 2001; Bartlett & Kang 2004; Grossberg 2000; Meyer & Smith, 2000). The present study foundation strongly depends on the observation in a practical sense consequently the nature is the empirical research that determines the impact of the training program installed for the better performance of the employees in the organizations in a practical sense.

Role of Training in increasing organizational commitment

As per Noe (2008) explained the training as "employee learning can be facilitated for their job competencies in a deliberate and preplanned" (p. 04). The investment in programs for the development and training is for the assurance of meeting targets and goals of an organization (Lewis, 2012). The general views of ideas that orbit around in the business environment has gains and advantageous of the employers and their employee is associated with the program development in the investment in those programs (Santos & Stuart, 2013). The Human Resource Development's role and contribution has attained acceptability and significance in the form of reform and restructuring. One of the basic functions of Human Resource Development has been its potential to address and determine the behavior of individuals and the apparent attitude towards their work (ibid). According to Lewis (2012), argument has been that the vital aspect of higher productivity and excellence performance of the organization and nations is the training and development.

With the supervision of proper and appropriate training availability of workers, the organizations can achieve higher and adequate level of productivity, according to the Human Capital Theory (Becker, 1975). The training and development of employees are most often backed by the concept of formatting employees' ability to improve to the next level and sustained growth where employees are influenced with the assistance of the training modes (London, 1989; and Armstrong, 2009). Donovan et al (2001) establish and propped up through his research conclusion that employees are highly active in providing quick response and accepting changes built through the employees' s inner confidence that develop strong and comprehensive understanding of the support system generated through the support of peers when they participate in the various training programs. The loyal commitment of employees is connected with their actual performance, when the employees are well thought they appear very productive in their methods of work (Haque & Aston, 2016; Haque, Faizan, & Cockrill, 2017; Haque, Aston, & Kozlovski, 2018). Thus, it can be concluded that employees' productivity is highly dependent on their job satisfaction. The productivity can be accomplished through the involvement of the employee in training sessions. Therefore, the job satisfaction is highly manipulated through the employee commitment (Haque et al., 2016). The training session has become a significant factor for employees to enhance their skills whereas employers see is a tool for retaining loyal employees (Zehra, 2016). The training programs are constructed by the 'think tanks' of an organization which serves the purpose of ensuring that employees are skills are developed in a professional manner that can contribute significantly to the overall enhancement of the employee in the actual work environment while reducing the wastage of resources (Donovan et al, 2001). Training also makes certain that employee is required by an organization and allows the retention through training and development while increasing the commitment of levels towards their respective organization (Zehra & Faizan, 2017).

Training's linkage with affective and normative commitment

According to Qureshi et al., (2008), who robustly urged employee's level of performance and commitment inclined with the effective use of proper training programs. A well-constructed and designed training methods are far more effective in developing the level of employee's performance and their commitment with their organizations, thus the training should be seen as

an investment instead of an unwarranted expense (Khilji, 2002; Green et al., 2012; Zehra, 2016). Training can be simply defined as basic practice a strategic resource that is core of the formation of the strategic resource management significantly due to the economic liberalization (Bhatnagar & Sharma, 2005). The main focus of the analysis is to evaluate the modes and means of the training provided to hotel industry's employees in India where their actual performance can improve. As per Mowday et al (1982), lately the employees' commitment towards the organization in employees has attained vast popularity lately (Cited from Lewis, 2012). The main motive behind such vast popularity can be looked as the introduction of various techniques and training that are significant for the development and training for progressing the employees' commitment level in an organization by polishing the employees' skills. The performance is termed as the organizational commitment thus the actual performance is highly connected with the level of commitment towards an organization.

The organizational commitment of an employee is seen as an indicator of their performance while a bondage of employee towards assigned task (Haque & Yamoah, 2014). Furthermore, the performance does get affected with the commitments made towards the organization that is attained once the development has completed and in effective manner the training has been completed (Zehra & Faizan, 2016). Furthermore, the crucial factor is the proper provide of the training that works with the individual's attitude towards their allotted tasks, more specifically towards the particularly assigned task. However, Zehra (2016) strong accentuation has been placed on the point that employee's hard work, presentation, training, and organizational commitment are closely associated with each other. The training is seen as a primary aspect of shaping the attitudes, behaviors and employees' commitment of employees that impacts the actual working capacity of the worker. According to Awamleh (1996), illustrate that the significant gap between the employee and the employers is minimized by the essential role played by organizational commitment that leads to the increase with the increase in the participation of the employees within the training process (Awamleh, 2013). In similar method the, Koslowsky et al (1988), also concluded in the investigation and training has significant influence on the actual performance of the organizational commitment of employees (cited from Mohammad et al., 2010). As per Dearden et al (1997), "that management executive that provides their employees with the effective training does retain the employees that are skilled and trained. This approach is important for the advantage of the instant reduction of skilled workers and workers that tend to move on from the organization if not properly provided with the compensation. However, it cannot be concluded for sure that employees stay with the organization or an organization will retain employee after the training has been conducted. It often noticed that at times the employees tend to switch their jobs especially in the less developed regions, for fun (Mohammad et al., 2010; Syrett, 1994; and Khatri et al 2001). It is also noticed that various training and development programs are provided to the employees for various reasons. In order to remain in association with the evolving dynamic business environment, where the attainment of the competitive advantage over its competitors is vital, the employers are significantly interested in increasing the workforce efficiency of their organization.

Need of training program

With the outlook of psychological consideration in terms of actual employee performance, it is highly associated with the organizational commitment which is advance through the employee training (Bartlett & Kang, 2004). The performances of employees are determined through the actual sense of employee commitment towards the respective organization. The determination has been made of employee's commitment through the sale that has been developed and visualize by Meyer & Allen (1997). The employee performance is highly valuable and successful if he/she is trainer in a manner that is fine and sophisticated. Furthermore, this approach allows a successful commitment from employee in emotional basis which becomes significant for employee to improve the work efficiency and assist the organization to attain the competitive edge in the market (ibid). In addition, the training provides employee to stay with the same organization building a relationship which further develops a commitment which is a type of the norm to help organizations (ibid). Mathieu and Zajac (1990) discover through their study that employee commitment to an organization is due to their participation in the enhancement programs and the commitment with the organization is more of a continuous in nature (Cited from Mohammad et al., 2010). Wiener (1982) disputed and has placed emphasize that normative commitment of employee towards an organization denote "correct or moral thing to do" (p.421). Such commitment is developed through the employees wished and desire to remain with the same organization, this signify that training is a vital tool in generating a sense of commitment among employees in the organization.

In addition, the conducted research outcome drew attention to the preposition that organizational commitment can be accomplished with the assistance of conducting proper training within the organization. The learning's of research from Bartlett (2001) proposed, the HRM practitioners must develop a training environment within the organization that allows its workforce to be stimulated through the training program and initiate willing participation in the training program. McNeese-Smith (2001), research of a qualitative type was published, the research indicated, employees holding nursing position has higher organizational commitment that is they are compensated highly in association with the appropriate training and development program, in addition the employees do require comprehensive assistance from their peers and management that assist in improving their work performance (cited in Bartlett and Kang, 2004, and Armstrong, 2009). As per Patrick (2006), the sole benefits of the training and only of training are the attainment of the vitality of the organization along with the core functions of its HRM. Patrick (2006), discovered an association between the training and its several outcomes for an organization such as the job satisfaction, the employee turnover and organizational commitment that highlights the job satisfaction, thus the training and organizational commitment correlates with each other in their existence.

Training as an advantage to business

To acquire a competitive advantage in the market, organization opt to the use of training and development programs which enables the employees to be well equipped and skilled to work efficiently within the organization and most importantly for the organization's long-term future goals attainment in addition the development and training allows employees to sustain their

core competence in the changing dynamics in the business environment. Furthermore, the employees in organizations are used to the maximum of their optimum level which is attained through the implementation of appropriate training programs established within the organization. As established fact that human capital is an essential aspect and source of organization's progress, the negligence of employees' potential can lead to the organization's performance decline thus the firms attain competitive edge over their competitors through the effective use of their workforce and human capital (Payne & Huffman, 2005). Training is a fundamental practice that directly impacts the actual performance of the employees. The organizational performance in its entirety can be attained through the assistance of training as it helps to modify the employee behaviour (Wright et al., 1994). As per Akhtar et al., (2008), compensation and training play imperative part in the job satisfaction process.

Relation between training and performance

For illustration, the training provided to employees while on job or off work in a constant manner is regarded as high involvement practice of the Human resource Management that plays an important role in building the organization's workforce knowledge that is relevant to the particulars of the organization. In addition, the subordinates emerge as more productive due to the higher exposure to the effective training programs that provides the practical experience and skills required for the job position and enable the employees to develop core that benefits the firm (Aladwan et al., 2013). Furthermore, the purchase behaviour of customer does demonstrate the change due to change in employee's behaviour (Mohammad et al, 2010). In due course the training does demonstrate, the acquisition of highly skilled workforce does impact the business improvement in a positive manner, the employees do show productive nature and higher commitment towards their organization. Several studies designate the training programs positively impact the implemented plans and policies (Aladwan et al, 2013). In addition, the case presented by the Armstrong (2009), through the learning outcome, the employees' behavior is customized with the assistance of training and development programs, which works as an essential tool for the employee development and behavior modification. The employee performance is directly interrelated with the training program.

The observation of Ginsberg (2007), the excellence of training (effective training) can be seen as an additional expense that does help in saving cost in long term however it can be misused and wasted with the use of inefficient training programs. In addition to that specific features of the hotel industry and human resource management system that has been identified by Faizan & Zehra (2016) that has an impact on the organizational performance in India's hotel industry. The analysis study expands on the positive relation of the hotel performance and the planning of manpower, employee training and development, job description, recruitment and selection process, pay arrangement along with the quality circle all exist as a part of Human Resource Management (ibid). This also draw attention to the suitable Human Resource Management practices implementation that are crucial for bring excellence to employee and organization performance simultaneously as it is understood that if strategies are good but not executed in appropriate manner they could lead to adverse results.

Level of performance

In the past, conducted researches projected that practise of Human resource Management is interconnected with the excellence of the employee performance (Bartlett, 2001; Meyer et al., 1997; Zehra, 2016, Faizan & Zehra, 2016) this does place a positive impact on the individual's performance which is evident through the training and compensation package. This is also designated by Guest (2002), on contrary, the training practices influence on the individual employee seems to be positive and constructive in nature however the outcome level is highly dependent on the employee's response to the particular training. The extent of any influence will be instantly having an effect on the employee's perception of that specific practice. Baloch et al (2010) and Zehra (2016) explored, at the present three specific human resource practices such as promotion, evaluation and compensation practices are significant in influencing the "*perceived employee performance*" within the banking sector at Khyber Pakhtoon Khwa Pakistan. Moreover, the research learning of similar extent has also arrived at the conclusion that employee performance and the human resource management practices of an organization are closely associated.

The research revision conducted by Marwat et al., (2006) explained in detailed the connection between the training programs and an employee training that is professed in the organizational environment. The research defines in detailed the human resource practices that works with the hiring and recruitment, career development, training, performance evaluation, reimbursement, employee involvement along with the proper characterization of a job that is linked in close manner with the performance of employee (Marwat et al, 2006). Moreover, the personal development of the employees is achieved through the career development that enables the employee of an organization to excel highly towards the personal and skill enhancement (ibid). The career management is an excellent form training that has been provided to the employees to increase their work potential and level of performance. The organizational behaviour and employee performance work in coordination to attain positive results through the training and practices approach, therefore (Voorde 2009) encourage to have a meaningful training and complements as it is a part of selection practices. Training and the compensation approaches are the basic deliberation of this research investigation.

3. Research Methodology

The present research has interpretive research philosophy as chosen philosophy due to its importance in the field of sociology, culture and social works. Furthermore, it has been observed that the qualitative research in the field of business management does not bring out sufficient and well satisfying information (Cepeda and Martin, 2005). Thus, this approach is beneficial in terms of its capability to allow comprehensive understanding of the respondents' intentions and their action. Based on the size of the research has led to the use of inductive approach in the present research. Various other factors are also taken in consideration such as employee perception, experiences etc for choosing inductive or qualitative approach. Various tools are used in the present investigation to conduct the research. The data has been generated through case study method and questionnaires. The chosen strategies are adequate for this research due to the inclusion of respondents' experience and have been used as a foundation for the identification and resolution of research problems (Cepeda and Martin, 2012). The research is

implemented with the assistance of semi structured survey questionnaire and observation. First in India and later same number of respondents were targeted in Pakistan. Using purposive sampling 300 each respondent was targeted in India and Pakistan. To avoid self-biases, the strategy of Haque et al., (2018) was adopted by keeping fair and equal representation. Total 600 full time employees were targeted and the hotels were selected using convenience sampling technique. The questionnaire for employees consisted of 12 close ended questions; this was to gain information on the employees’ performance through work efficiency in past 12 months. The answers from respondents were measured on the scale of 1 to 5. Various numbers employees of the hotel were requested to participate in the research, the list was compiled of the interested participants, and short listing was done on the basis of the employee experience and their knowledge of the HR practices, specifically related to the training and development program. Both, highly and average experience employees who met the research criteria were considered for the present analysis. Construct validity was maintained by adapting the survey instrument used by earlier authors. The confidentiality protection of the participants was conducted for the research commencement. The participants were advised of the study purpose and data collection that has been used for academic purpose in advance. The participants' identity was kept confidential through keeping them anonymous.

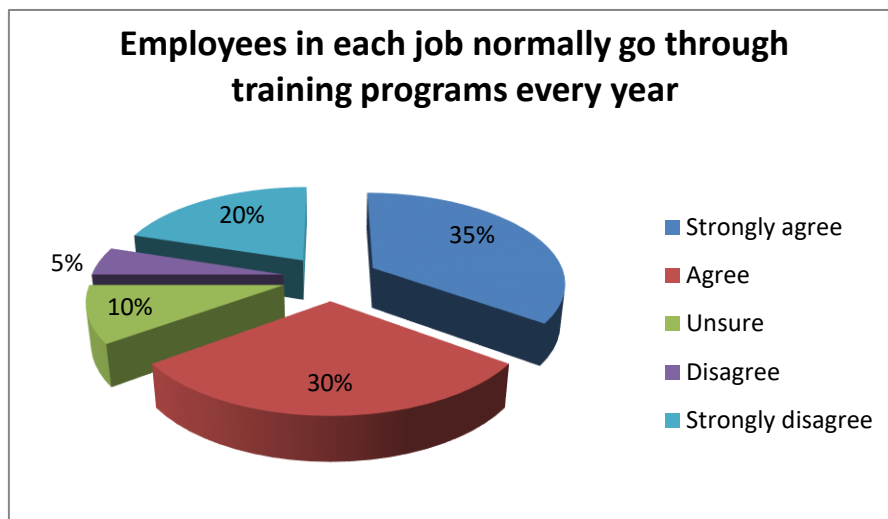
4. Data findings and Discussions

The respondents were selected for the research based on the convenience as well as purposive sampling in order to ensure exactly 300 employees are targeted in India and same number of respondents from Pakistan. The respondents were provided with the questionnaire to collect the feedback and the outcome of the questionnaire is presented in a form of pie chart. In order to have a precise idea the final results are presented in a form of percentage to highlight the responses of majority.



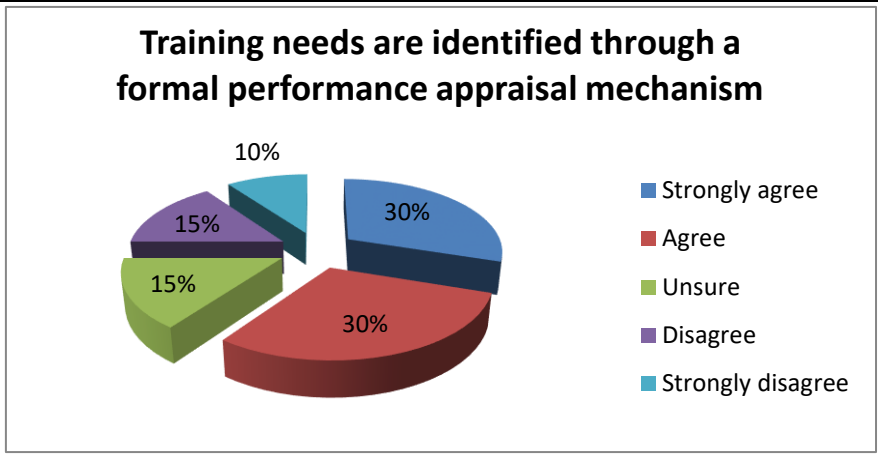
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
90	120	30	60	300

Results showed that majority (60) percent employees opt, demonstrating that they are in strong agreement that within the hotel industry the training programs contained by an organization cover all aspects of the quality. Only 35% showed disagreement while 5% remain neutral. The detailed analysis revealed that there is no significant difference between the responses in Pakistan and India (63% against 61%). Nevertheless, overall it is supported in both countries. The research outcome of Qureshi et al., (2011) clarify that within the average organization the training programs are significant in improving the employees' actual skills as it is seen as investment in contrast to being a mere expense (cited from Khilji, 2002). Thus, present findings support earlier studies.



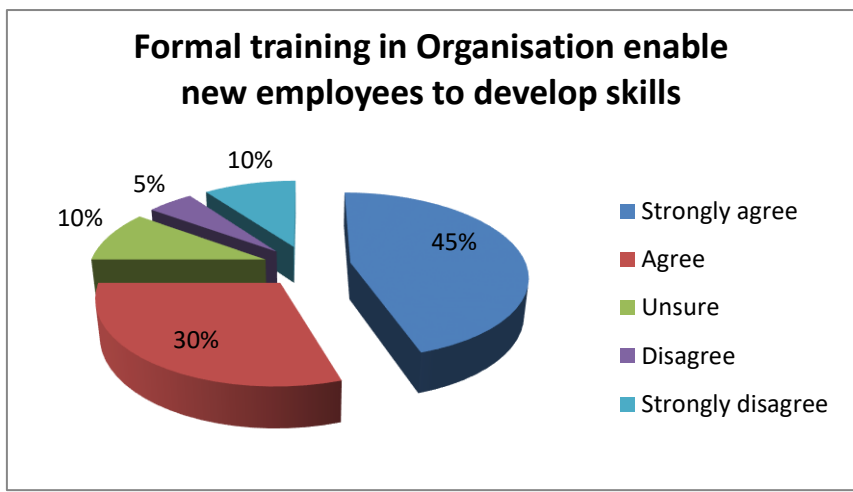
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
120	30	60	180	210

In this study, majority (65%) agreed that employees in each job normally go through training programs every year while 25% disagreed to it. However, in India the response rate is higher than the Pakistan, reflecting that the training program in the 2 stars hotel is more visible in India than Pakistan. The overall feedback from both countries confirmed that every year, workers do undertake training program that is beneficial for them and organisation as the studies of Dearden et al (1997) and Shahzad et al., (2011) show that normally organizations provide training every year so that the employees commitment level increase and their actual performance is more quality one. The study also indicated that this automatically reduces the employee turnover for the organization. Thus, present findings support aforementioned authors.



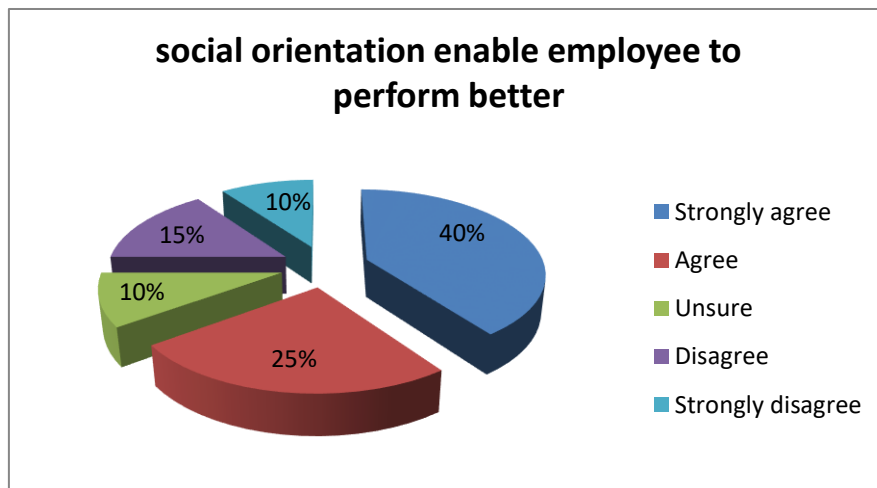
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
60	90	90	180	180

Majority of the employees (60%) agreed that training needs are identified with the assistance of performance appraisal mechanism. It can be evaluated that technique of performance appraisal recognize the training needs of majority of the workforce. The employees who do not consider performance appraisal technique as identifies accounts for 25% whereas 15% employees were unsure. Thus, the present findings are aligned with the work of Marwat et al (2008) that training needs in average size organization in NWFP region is acknowledge though performance appraisal. Hence, to large extent present findings are supported by this study. In other words, the results are aligned with the previous literature that performance appraisal is a crucial component to identify the training needs. Moreover, in India it is more common technique than Pakistan.



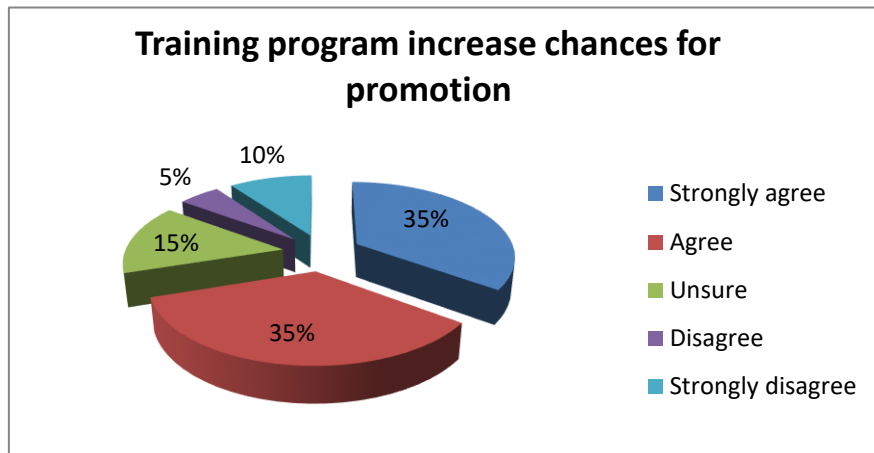
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
60	30	60	180	270

Majority of respondents strongly believe that training programs are fundamental requirements to effectively perform their routine tasks (75%). It reflects that respondents view proper training programs as essential tools to assist and guide employees to familiarize with their task in dependable manner. Furthermore, the employees find it beneficial to learn the basics of their job conduction requirement. However, 15% employees somewhat disagree whereas 10% were neutral. Considering the research investigation of Akhtar et al., (2008), it showed that in the medium size organisation, the formal training is essential so that employees have precise idea about their work. Therefore, it is right that formal training is beneficial for employees at the preliminary stage. Moreover, there was not much difference between the ratio between Pakistan and India (73% against 72%). Nevertheless, training is effective for performing routine tasks in small hotels in the Eastern part of the world.



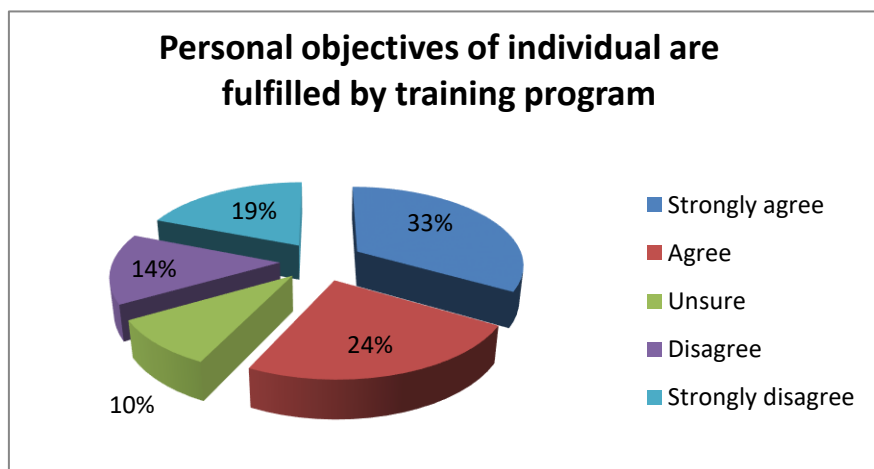
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
60	90	60	150	240

Majority of the employees (65%) agreed that social circle of an employee keep on expanding when he/she participates in the training programs. Only 10% remain undecided while 25% employees altogether disagreed that training program helps in the expansion of social circle. In this regard, present findings support the work of Bartlett (2001), Haque & Aston (2016), Haque et al., (2016), Zehra (2016), Zehra & Faizan (2017), Haque et al., (2017), and Haque et al., (2018). Interestingly, Pakistan scored higher than India in this regard, therefore it can be stated that social orientation increases higher in Pakistan than India due to active participation in the training sessions.



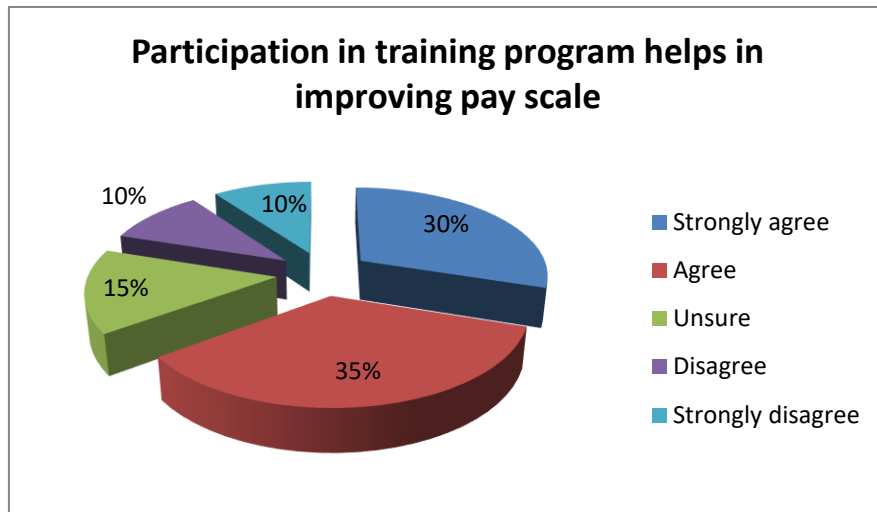
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
60	30	90	210	210

Since 70% employees feel that promotion is possible if they participate in the training program while 15% remain indifferent or responded in negative thus it reflects that majority view that participation is a smooth way for employee promotion. Hence, present findings are aligned with the work of Mathieu, and Zajac (2010) model, which recommended in a strong manner that employee feel motivated with the training session, as they believe that they have elevated chances of promotion. In both Pakistan and India scored are higher but India scored relatively higher than the Pakistan (79% against 71%). Thus, to gain promotion in an organization, training is the way.



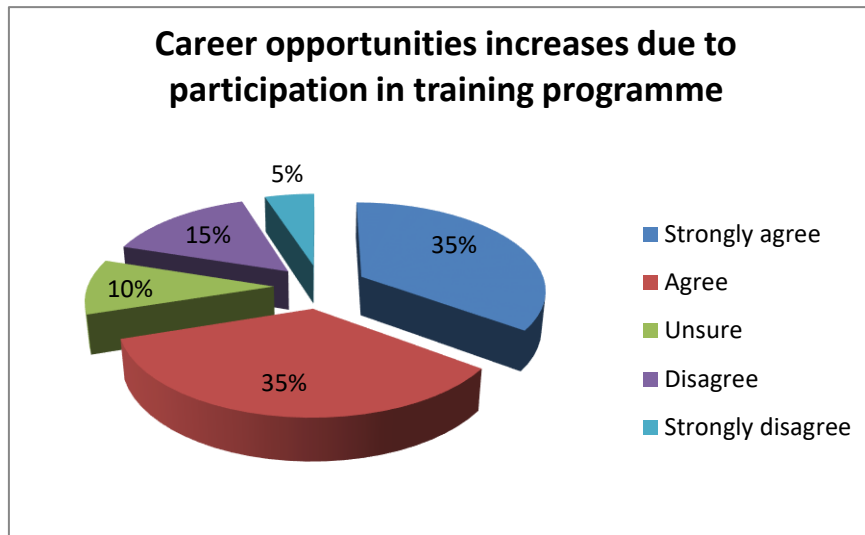
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
88	86	60	146	220

The employee involvement in training programs allows the organization to set targets and acquire objectives is agreed by majority (57%) while opposed by 33%. However, sample size of 10% is undecided. The present study found that employees with initiated training programs have precise career objectives. Similar opinion was put forward in the study of McNeese-Smith (2001), the crafting of clear objectives of employees was the main motive of company by providing training. Thus, we can conclude that our findings are accurate based on the study of McNeese-Smith (2001). Moreover, in both countries it is evident equally and supported by majority.



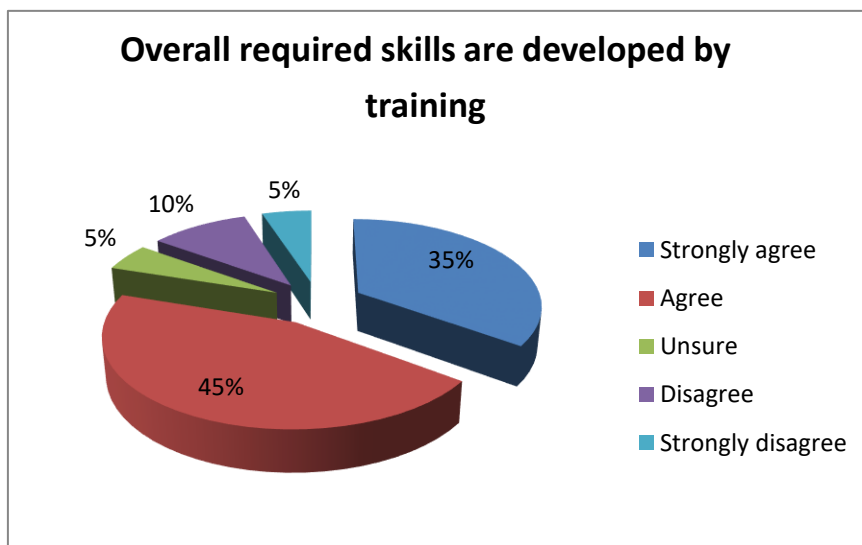
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
60	60	90	210	180

The majority consented that training programs assist in salary increment, which concludes that 35% of respondents have experienced salary increment after participating in training program. The training program was viewed as a strong method of pay scale increase by 30% strongly agreeing it. Overall, the assistance of training program in salary increment is viewed by 65%. Through question analysis, it is demonstrated that majority view training as a way of increasing their salary. Looking at the study of Patrick (2006) it is evident that employees receive various benefits from the training programs and one of those benefits is salary increment. Our results attained from the hotel sector are similar to the Zehra (2016) survey carried out commercial sector and hence we conclude that employees perceive training is way of salary increment in the Eastern part of World. Detailed analysis revealed that India scored higher than Pakistan but overall in both countries, pay scale increment is highly viewed as direct resultant of participation in the training sessions.



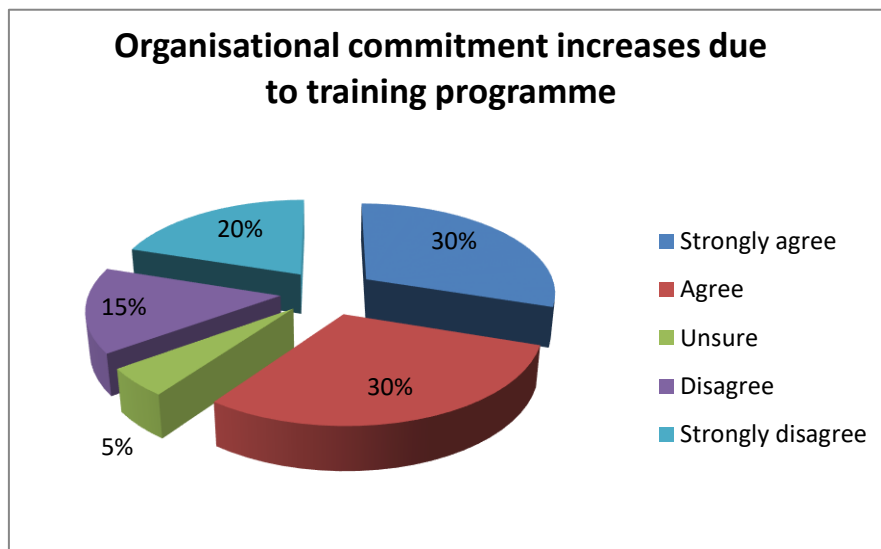
Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
30	90	60	210	210

The respondents were questioned, if they believe that extensive opportunities will come their way once they participate in the training programs, interestingly 70% respondents agreed that after training the career path becomes cleared, strongly agreed by 35% whereas only 15% disagreed with the idea that training program participation provides opportunities for career enhancement. In addition, it was strongly disagreed by 5% however the majority did agree with the notion. The management literature provides evidence as well that employee participation in training programme does provide employees with more opportunities. Our findings are similar to those of Zehra (2016), Shahzad et al., (2011), McNeese-Smith (2001), and the Bartlett (2001). Hence, it is confirmed that participation in training programs elevate opportunities for career growth.



Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
30	60	30	270	210

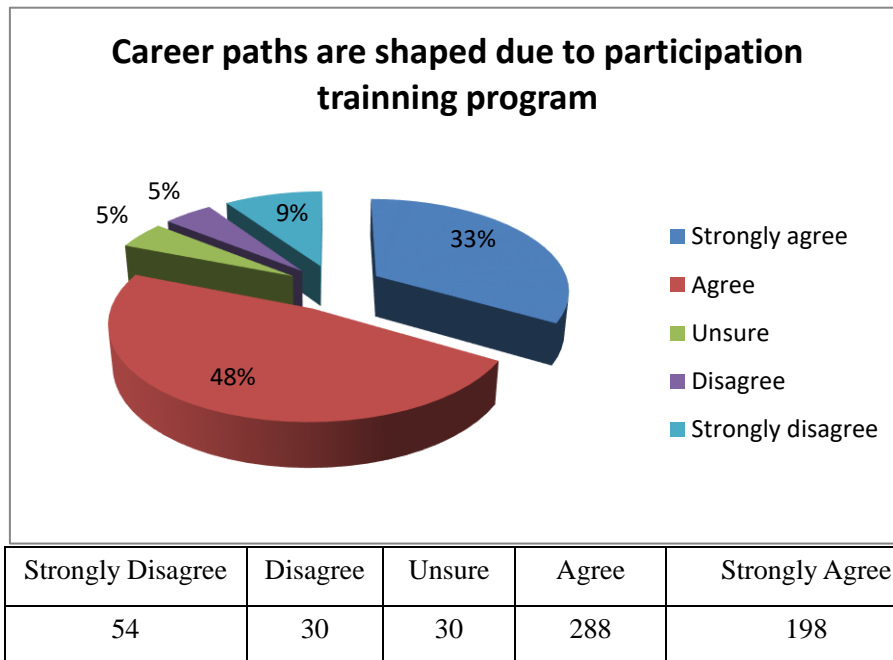
Majority of the respondents agreed that the training assists them in enhancing their skills for assigned task (80%) while only 15% disagreed to it. Thus, it reflects that large number of employees confirmed that lacking skills were developed through training program. Since our results demonstrated that 80% of the respondents perceived training as a significant tool in skill enhancement therefore our findings are consistent with the work of Brief (1998), McNeese-Smith (2001), Neo & Wilk (2013), Faizan & Zehra (2016), and Zehra & Faizan (2017). Again, in India the response rate was higher than Pakistan but nevertheless, majority in both countries agreed to large extent.



Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
120	90	30	180	180

The question was asked in order to establish a link between the training and organisational commitment, through the response it was concluded that majority (60%) workers demonstrated that they believed that employees found training as a motivational factor for being more committed to their organizational goals and objectives. In the medium size organization, the training program is viewed as a tool that assist management in improving organizational commitment. The results are similar to the past empirical researches performed by Haque et al., (2016), Faizan & Zehra (2016), Neo and Wilk (2013), Wright et al., (2001), Bartlett (2000), Brief (2008), and McNeese-Smith (2001). All above mentioned researchers have placed emphasize on the training as a beneficial tool in enhancing individual's organizational commitment. In this regard, again India scored higher than Pakistan but overall majority in both

countries agreed to it (81% against 73%).



Majority of the respondents (85%) consider training program as a way to shape their career path. It can be concluded that training programs provide employees with precise career path ideas, however 15% did not see training program as way to shape their career. Every employees' personal objective is to enhance their market value independent of the organization they work for in general terms. In the analysis 85% participants supported the notion that training participation as a significant toll to prosper in their career with more precise career approach. The theory presented by Brief (2008) and Batt (2012) stated that employees experience personal exposure through participating in training program, therefore it can be concluded that after training programs employee see a visible career path. Comparing to countries, fractionally India scored higher than Pakistan (86% against 84%). Nevertheless, it is confirmed that training is a significant HR practices to motivate and engage employees.

5. Conclusion

The survey results showed that training is essential for employees of hotel in order to enhance their workplace performance. More than 60% agreed and it is available in the literature that Qureshi et al (2011) and Khilji (2002) has identified that training improves employees' overall performance. Moreover, the findings of present study showed that high number of respondent agreed that organization's overall growth and performance expand due to implementation of training program as it reduces employee turnover. The present findings also are similar to the findings of Shehzad et al., (2011). Moreover, it is evident that majority (60%) participants feel that training help them in improving their skills and fulfil their needs when it follows the pattern of performance appraisal mechanism. This confirms that Marwat et al (2008) work showing performance appraisal as a strong mechanism to identify employee's work-related need is correct. In addition to that, more that 75% showed that informal training is more effective in

improving their working efficiency. Again, present study showed results that reflect the literature at hand had identified because study of Akhtar et al., (2008) suggested that rather than formal, informal pattern of training and development is more effective for employees to enhance their learning skills and abilities. The results also showed that approximately 65% respondent feel that when they go through training session, the chances of improving social skills improve. In other words, social orientation for employee tends to improve due to training sessions. This was to check with the work of Haque & Aston (2016), Haque et al., (2016), and Haque et al., (2018) that employees can develop social orientation through participating in training programs. Thus, present study confirms it. Furthermore, this study revealed that chances for promotion accelerate when employees go through training and development programme. Again, this is similar to the findings of Mathieu and Zajac (2010).

Moreover, survey showed that 60% employees feel that career objectives are easily identified by training sessions and it was to confirm with McNeese-Smith (2001) postulate that employees will easily identify their career objectives through training sessions that is confirmed by present study. However, the postulate of Zehra (2016) stating that perception of employees that being a part of training session would lead to chances of promotion in career, in present study, this is also confirmed that employees think that either there will be a salary increment or a promotion that compels them to involve themselves in training programme. These perceptions are also linked with the perception of opportunities as many employees feel career opportunity expand when they are trained. Interestingly this is also confirming the previous findings of Shahzad et al (2011). Furthermore, 80% feel that their skills have improved due to proper training programme so the work of Neo and Wilk (2013) is also confirmed by this study. Not only this notion, but also organisational commitment among employees improved due to participation in training and development programme. Hence, in the light of evidences, training has significant impact on the employee performance and tends to increase the actual performance in both India and Pakistan. Moreover, in both countries, employees' perception of their work, organization and performance are affected to an extent by HR practices carried out within the organization and training programs is one of those practices that significant in altering the employee perception in a positive manner. Apart from social orientation, all other training related components are more visible in India than Pakistan. Nevertheless, the employees find increment in their salaries an added feature of the training programs. This is another healthy alternate to the promotion and avoids de-motivation. Another significant impact of training is that it allows employees to comprehend their career and identify objectives they desire to accomplish. Training and development programs enables employee to become more productive and enhance the level of their skills and competency.

6. Research Limitations

The present research findings are limited to this particular case study due to the applied sample size and techniques. However, if the stratified techniques were applied the outcome would have more generalized thus the applied technique was based on the personal preference and resource limitation leading to research outcome being specific to this particular study. In addition, the sample size of the present research is large but considering the hotel sector in the two countries,

it appears relatively small. Thus, these results could only be generalized to cases included in this research. The result would have been different if the large sample size was initiated or part time employees were included in the survey. Due to the availability of limited resources for research, the interviews were not included. Perhaps the expert interviews would have offered more in-depth insight. However, future researchers shall consider these limitations to expand further.

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