

Maximizing Potential and Achieving Excellence: Training and Development Initiatives at Club Samal Resort and Development Inc., Philippines

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Abstract

This study explores the effectiveness of training and development at Club Samal Resort and Development Inc., examining management perceptions, challenges, and success factors. It investigates strategies used to evaluate training's impact on employee performance, highlighting the importance of enhancing customer service skills, tailoring departmental programs, and addressing attitude-related issues. Despite budget constraints, the management actively seeks cost-effective alternatives. Employees display high readiness for training, and minimal support is provided. Evaluation methods include direct supervision, company evaluation, and customer feedback. The study underscores the management's commitment to continuous improvement and employee development, offering valuable insights for enhancing training programs and maximizing employee potential.

Keywords: Training; Development, Employee; Performance; Service

1. Introduction

In the competitive business landscape of today, organizations strive to optimize their employees' potential and achieve high performance. One effective approach to achieve these goals is through well-designed training and development initiatives. This study focuses on exploring the training and development practices at Club Samal Resort and Development Inc. and their impact on maximizing employee potential and achieving excellence. The research aims to examine management's perceptions regarding the effectiveness of training and development initiatives at Club Samal Resort, while identifying the key challenges and success factors encountered during the implementation of training and development programs. Additionally, the study aims to explore the strategies employed by management to evaluate the impact of training on employee performance. By delving into these areas, the research aims to provide insights into enhancing training and development practices and maximizing employee potential at Club Samal Resort.

According to Bibi, Ahmad, and Majid (2018), training and development refers to the process of equipping employees with the necessary knowledge and skills to enhance their performance within an organization. Ismael et al. (2021) further emphasize that training and development is a means of educating and instructing employees to improve their current knowledge, skills, and abilities, ultimately leading to improved results.

Without effective training, employees may struggle to fulfill their responsibilities in a standardized and proficient manner (Khan & Abdullah, 2019). Therefore, training becomes a crucial aspect of Human Resource Management, contributing to an organization's strategic goals, mission, and overall effectiveness (Karim, Choudhury, & Latif, 2019).

In their study, Drost, Frayne, Lowe, and Geringer (2002) examined training and development practices across various countries, including Japan, Korea, China, Taiwan, Mexico and Latin America, Australia, Canada, and the United States. The findings revealed different approaches to training and development in each country, such as Japan's systematic use of on-the-job training and supervisors' responsibility for training employees. Korea focused on shaping managers to fit the organizational culture, emphasizing loyalty, team spirit, and dedication. China had government involvement in establishing training regulations, while Taiwan created an extensive educational system and vocational training institutes. Mexico and Latin America emphasized on-the-job training and skill development for lower-level employees. Australia implemented training and development initiatives due to economic changes and government initiatives to enhance a trained and educated workforce. Canada utilized outside consultants for training, while the United States emphasized the need for technical service and product knowledge, critical thinking, team building, and learning abilities.

Furthermore, Ongori and Nzonzo (2011) highlighted the importance of evaluating training programs to determine their effectiveness. Evaluation involves assessing the impact of training at the individual, departmental, and organizational levels. Measurement indicators can include sales volume, revenue, customer complaint levels, quality and quantity factors, cost reduction, productivity ratios, stock level and debt collection times, labor relations, turnover rates, absenteeism, and grievances. Additionally, the ability of trainees to apply their newly acquired knowledge, skills, and abilities in the workplace and sustain them over time is a valuable measure of training effectiveness.

This study aims to explore the training and development practices at Club Samal Resort and Development Inc. and their impact on maximizing employee potential and achieving excellence. It seeks to understand management's perceptions of training and development effectiveness, identify key challenges and success factors in implementation, and examine strategies for evaluating the impact of training on employee performance. By examining these areas, the research aims to provide insights for enhancing training and development practices and maximizing employee potential at Club Samal Resort.

2. Methods

This study employed a qualitative research design to explore management perceptions of training and development effectiveness at Club Samal Resort. Qualitative research allowed for an in-depth understanding of the experiences, perspectives, and insights of the participants, which was crucial for examining complex phenomena such as training and development practices. The participants of this study were selected from the management team at Club Samal Resort using purposive sampling. This ensured that the participants had a comprehensive understanding of the training and development initiatives implemented within the organization. The sample size was determined based on data saturation, where new information ceased to emerge from the interviews.

The Data were collected through in-depth, semi-structured interviews with the selected management participants. The interviews were conducted in a private and comfortable setting, allowing participants to freely express their perceptions and experiences. The interview questions were developed based on the

research objectives and explored topics such as the effectiveness of training and development initiatives, key challenges and success factors in implementation, and strategies for evaluating training impact. The recorded interviews were transcribed verbatim and analyzed using thematic analysis. This involved identifying patterns, themes, and categories in the data that were relevant to the research objectives. The analysis process included coding the data, organizing the codes into themes, and interpreting the themes to gain a comprehensive understanding of the participants' perceptions and experiences. Ethical considerations were given utmost importance throughout the study. Informed consent was obtained from all participants, ensuring their voluntary participation and confidentiality of their responses. The study adhered to ethical guidelines for research involving human participants, including obtaining necessary approvals from relevant institutional review boards.

3. Result and Discussion

The result and discussion of this study were presented below through identified themes and categories that is based on research objectives.

Research Question 1: What are the management perceptions of training and development effectiveness at Club Samal Resort?

Improvement in Customer Service Skills. The management recognizes that training and development programs are essential for improving customer service skills, particularly for frontliners such as Front Office Personnel and Food and Beverage Staff. They understand that providing excellent customer service is crucial for guest satisfaction and loyalty. By investing in training programs that focus on enhancing customer service skills, the management aims to ensure that their employees have the necessary skills and knowledge to deliver exceptional service. Additionally, gathering customer feedback allows them to identify areas for improvement and prioritize continuous enhancement efforts.

Training and Development Program. To ensure the effectiveness of training and development initiatives, the management understands the importance of providing departmental programs. They acknowledge that each department may have different needs and requirements. By tailoring the training programs to the specific needs of each department, they can ensure relevance and effectiveness. This approach allows employees to acquire the skills and knowledge necessary for their specific roles, enhancing their job performance and contributing to overall organizational success. The management believes that by investing in comprehensive and targeted training programs, they can foster employee growth and development, leading to positive outcomes for the business as a whole.

Attitude as a factor affecting efficiency. The management acknowledges that employees' attitudes can have a significant impact on their efficiency and performance. They understand that a positive and proactive attitude is crucial for maintaining high levels of productivity and delivering excellent service. By emphasizing the importance of attaining a certain score through performance evaluation, the management sets clear expectations for behavior and performance. This evaluation process helps identify any attitude-related issues and provides an opportunity to address them through training, coaching, or other appropriate measures. By focusing on improving employee

attitudes, the management aims to enhance overall efficiency and create a positive work environment.

The management at Club Samal Resort and Development Inc. recognizes the importance of training and development programs in improving customer service skills and ensuring guest satisfaction. They prioritize providing exceptional service by investing in training initiatives tailored to the needs of different departments. By focusing on enhancing customer service skills, the management aims to create a positive and memorable experience for guests, fostering loyalty and driving business growth. Additionally, they understand the impact of employee attitudes on efficiency and performance. Through performance evaluation and targeted interventions, the management strives to address attitude-related issues and promote a positive work environment. Overall, their commitment to continuous improvement and employee development aligns with their goal of delivering exceptional service and achieving long-term success.

Research Question 2: What are the key challenges and success factors in training and development implementation for management?

Budget constraints. The management at Club Samal Resort and Development Inc. identifies budget constraints as one of the major challenges in implementing training and development programs. They specifically mention that training programs for managerial employees tend to be more expensive. To address this challenge, the management actively seeks cheaper alternatives for training programs, considering cost-effective options that fit within their budget limitations.

Employee readiness. According to the management, their employees consistently exhibit readiness for training and development programs. They emphasize that regardless of personal preferences, employees understand the importance of being prepared and are willing to participate in the training initiatives. This indicates a positive attitude and willingness among employees to engage in learning and skill development opportunities.

Management support. The management at Club Samal Resort and Development Inc. shows minimal support by providing essential resources and infrastructure. Their proactive approach ensures that employees have the necessary tools and facilities to enhance their service delivery.

The Club Samal Resort and Development Inc. faces challenges in implementing training and development programs, primarily due to budget constraints. However, the management demonstrates their commitment to addressing this challenge by actively seeking cost-effective alternatives. The employees exhibit a strong readiness for training, showcasing their willingness to participate and improve their skills. Additionally, while minimal, the management provides necessary resources and infrastructure to support the training initiatives, ensuring that employees have the tools needed to enhance their service delivery. Despite the challenges, the company's proactive approach and employee enthusiasm create a positive environment for continuous learning and development.

Research Question 3: What are the strategies used to evaluate the impact of training on employee performance at Club Samal Resort?

Direct supervision of immediate heads. The management at Club Samal Resort and Development Inc. relies on the immediate heads, such as team leaders or supervisors, to play a crucial role in evaluating, leading, and implementing the concepts covered during the training

programs. These immediate heads are responsible for overseeing their team members' performance, assessing their progress, and monitoring their application of the training knowledge and skills. By entrusting this responsibility to the immediate heads, the management ensures that the training provided is effectively implemented and maintained within each department or team.

Company evaluation. To gauge the effectiveness of the training programs, the management employs a company evaluation system. This evaluation serves as a tool to assess the performance of employees after they have undergone training. The company evaluation focuses on measuring how efficiently or poorly employees perform in their respective roles, taking into account the knowledge and skills acquired during the training. This evaluation provides valuable insights into the overall impact of the training programs on employee performance and identifies areas for improvement or further development.

Customer evaluation. The management places significant emphasis on customer evaluation as a reliable strategy for assessing employee performance. Through customer evaluation surveys, the resort's customers are given the opportunity to provide feedback on their experience with the employees. This evaluation method allows customers to evaluate employees based on their interactions and the service they received. The management considers customer evaluation as a valuable and unbiased way to measure the success of the training provided to employees. By gathering feedback directly from the customers, the management gains valuable insights into the effectiveness of the training in meeting customer expectations and delivering exceptional service.

The management at Club Samal Resort and Development Inc. recognizes the importance of direct supervision, company evaluation, and customer evaluation in assessing the impact of training programs on employee performance. By entrusting the immediate heads with the responsibility of evaluating and implementing the training concepts, the management ensures effective knowledge transfer and application within each department. The company evaluation system provides a comprehensive assessment of employee performance post-training, enabling the identification of areas for improvement and further development. Moreover, customer evaluation serves as a reliable measure of the training's success, as it captures the customer's perspective and allows for an unbiased assessment of employee performance. Together, these evaluation strategies enable the management to gauge the effectiveness of the training programs and make informed decisions to continuously enhance employee skills and deliver exceptional service.

4. Conclusion

The management at Club Samal Resort and Development Inc. demonstrates a strong commitment to training and development programs to enhance customer service skills, tailor training to departmental needs, and address attitude-related factors affecting efficiency. By investing in training initiatives, particularly for frontliners, the management aims to deliver exceptional service, improve guest satisfaction, and foster employee growth. They prioritize gathering customer feedback to identify areas for improvement and continuously enhance their service offerings. Additionally, the management acknowledges the importance of departmental training programs to ensure relevance and effectiveness. By tailoring training to specific needs, employees acquire the necessary skills to contribute to organizational success. Furthermore, the management recognizes the impact of attitudes on efficiency and sets clear expectations through performance evaluations. They aim to create a positive work environment and enhance overall efficiency.

5. Recommendation

Based on the findings, the following recommendations are proposed to further improve the training and development programs at Club Samal Resort and Development Inc.:

- 5.1 *Enhance Training Program Evaluation.* To ensure the effectiveness of training initiatives, it is recommended to implement a comprehensive evaluation framework. This framework should include not only company evaluations but also incorporate employee self-assessments and peer evaluations. This holistic approach will provide a well-rounded assessment of employee performance and training impact.
- 5.2 *Foster a Culture of Continuous Learning.* Encourage employees to actively engage in continuous learning and professional development. Offer additional opportunities for skill enhancement, such as workshops, seminars, and online courses. Promote a learning culture where employees are motivated and supported to enhance their knowledge and skills continually.
- 5.3 *Strengthen Supervisor Training.* Provide specific training programs for immediate heads and supervisors to equip them with the necessary leadership and coaching skills. This training should focus on effective evaluation and feedback techniques, fostering a positive work environment, and developing strong communication and mentoring abilities. Empowering supervisors will enable them to effectively support their team members' training and development.
- 5.4 *Emphasize Customer-Centric Training.* Further incorporate customer feedback into the training programs. Analyze customer evaluations and identify recurring themes or areas for improvement. Use this information to customize training content and scenarios to better align with customer expectations and enhance the overall customer experience.
- 5.5 *Allocate Sufficient Budget for Training.* Address the budget constraints by allocating sufficient resources for training and development initiatives. Recognize that investing in employee development is an investment in the organization's long-term success. Explore potential cost-effective options, such as leveraging technology for online training modules or partnering with external training providers.

By implementing these recommendations, Club Samal Resort and Development Inc. can further strengthen its training and development programs, foster a culture of continuous learning, and ensure exceptional service delivery. The management's commitment to employee growth and customer satisfaction will contribute to the resort's overall success and competitive advantage in the hospitality industry.

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