

## The Impact of Training and Development on Managers Awareness of Crisis Management: The Case of Egyptian Hotels

Yasser Mahmoud    Ashraf El Sayed Abd El Maaboud    EL Hussein Ali

Faculty of Tourism and Hotels, Fayoum University

### Abstract

Training and Development are the most important strategic tool for enhancing employee performance. The main objective of this study is to examine the effectiveness of training and development on managers awareness of crisis management in three and four-star hotels in greater Cairo and Sharm El Sheikh. The descriptive research method was adopted for this study using four hundred valid questionnaires that were completed by selected hotels managers in three and four-star hotels in greater Cairo and Sharm El Sheikh using a simple random sampling technique. The data collected were analysed using descriptive statistics to represent the raw data in a meaningful manner. Obtained data were analysed using SPSS version 22.

The results show that a strong relationship exists between training and development and the managers awareness of crisis management.

**Keywords:** Training and Development, Crisis Management Plan (C.M.P.), head of departments (H.O.D.), Hotel, Egypt.

### Introduction

The literature on crisis management in the hospitality industry has gone through significant developments in recent years. This was done due to the unfortunate circumstances in which many countries experienced different crises situations (Kovoor-Misra et al. ,2001).

Training plays a significant role in achieving organizational objectives by keeping in view the interest of employees and organizations (Alao, 2010). Training receives high importance as it improves the skills, capabilities, confidence, and competencies. Training includes 'soft' skills such as software training, management training (Bassanini, 2004).

Moreover, Hernandez, (2015) added that Certain jobs require training and documentation in order for an employee to successfully implement the minimum job requirements related to that position. Franklin et al., (2014) managers can develop their own crisis management programs. Examines different types of crises before making suggestions about what to do when a crisis strikes. Travel and tourism are a high-growth industry, forecasted to increase its total economic activity by 4% worldwide in real terms over the next 10 years (WTTC, 2018).

The crisis in the Egyptian hospitality industry (2011–2018) and the Egyptian economy as a whole originates primarily from the instability of the Egyptian revolution 2011 and its adherents and also the instability in most of the other Arabic countries regarding their revolutions. The most apparent outcome of this crisis is a sharp decline in the number of tourists' arrivals in Egypt. To cope with this decline, the local hospitality industry increases its reliance on the domestic market by offering a variety of package deals. And to cope with this decline, the hotel management used many practices to face this situation, the decrease in foreign visitors is compensated for by an increase in domestic tourism, resulting in a change of consumer proportions. As a result, while in 2010, the number of arrivals was 14 million, the number turned down in the next years to be the lowest in 2016 by 5.3 million arrivals.

### Objectives of the study

- To explore the main training and development methods used in the Egyptian hotels
- To identify the impact of training and development on manager's awareness of crises management.

## **Literature review**

### ***The concept of crisis management***

Crisis management is defined by Susana (2017) as “A systematic attempt by an organization and its stakeholders to manage or prevent crises from occurring, such that key stakeholders believe the success outcomes outweigh the failure outcomes”.

Moreover, literature has accommodated two different viewpoints regarding crisis management. One group of scholars argued that crises are recurring and not preventable (Faulkner, 2018).; whereas others contended that there are ways through which organizations can prevent, manage, or mitigate the effects of crises (Nikolaos, 2018).

Nowadays, crisis management has become an essential part of all kinds of businesses (Basurkina, 2017). And latest since the 9/11 terrorist attacks in New York and Washington, crisis management has become an important part of the hospitality industry (Barton, 2008). It is an effective management tool to get to know what kind of threats there are to a business and helps to anticipate the threats for a quick response and to control the damage to the business (Abd El-Zaher, 2019).

According to Marketa et. al., (2019), the terrorist attacks of 9/11 had a considerable impact on hospitality and tourism services. Since tourism is often seen as a discretionary consumer good, it tends to be more affected by adverse economic conditions than other sectors (Song & Lin, 2010). The conventional view is that shocks (crises) are damaging the industry's revenue. Since hotel expenses make up the largest portion of tourist expenditure, it is expected for hotel companies to feel such impact, reflected in hotel occupancy, rates, and overall hotel performance (Hsieh et al., 2013).

### ***Reasons for carrying out training and development***

According to FALOLA et al. (2014), training and development are indispensable strategic tools for effective individual and organization performance, thus, organization is spending money on it with confidence that both will earn them a competitive advantage in the world of business, However, for any organization to achieve its stated goals and objectives in this competitive world, adequate and relevance training and development of staff cannot be overemphasized (Birdi et al., 2008). Organization is expected to identify the training need of its employees and design training programs that will help to optimally utilize their workforce towards the actualization of organization objectives (Weil et al., 2005). Training and development are techniques used to transfer the employee's relevant skills, knowledge, and competence to improve their performance on current jobs and future assignments. It is not negotiable for organizations to adequately train their employees for efficient and optimal performance toward the realization of their set goals and objectives (Kennedy et al., 2013).

### ***Importance of employee development***

Naveed et. al. (2014) stated that employees are the most valuable resources of every organization because a clever work without human resources is not possible getting these things. So, every organization is spending huge money in training and development.

To achieve the organization's goals, human resources plays an important in terms of organizational growth and development. Basically, human resources are related to training, if your employee is trained, he/she can better perform in organizations (Weil & Woodall 2015). Organizations should have focused more on training than on cost control and efficiency because an organization cannot get effectiveness without training and development (Alao, 2010).

### ***Training and development programs***

According to Raja et al. (2011), the organization must design the training very carefully. The design of the training should be according to the needs of the employees. (Armstrong, 2000). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results. It seems that training design plays a very vital role in the employee as well as organizational performance. Bad training design is nothing but the loss of time and money (Tsaur and Lin, 2004).

### ***Types of training***

#### ***Orientation to New Jobs or Roles***

According to Benedicta (2010), orientation to New Jobs is given to newly hired employees to induct them into the organization and train them on the job they will hold. The employees are taught the culture, values, mission and processes and activities followed in the organization.

A carefully developed procedure for orienting new employees is very helpful for getting employees "off on the right foot" when starting their jobs (Shamim et al., 2013).

#### ***On-the-job methods***

Management education normally takes place off the job, but a great deal of learning takes place on the job. Managers learn most from assignments that are very difficult and challenging. A program of management education should include assignments and job rotation plans that stretch managers to their limits (Grobler et al., 2004).

According to Shamim et al. (2013), Joseph (2009), (Grobler et al., 2006) and (Franklin, D, et al., 2014), understudy assignments, coaching, job rotation, special projects and committee assignments, apprenticeships and internships are some of the on-job training methods provided in organizations.

#### ***Off-the-job methods***

According to Kreitner and Kinicki (2007), Bassanini (2004), JOSEPH (2009), Ruth & Doug (2004), Franklin et al, (2014) and Shamim et al. (2013), off-the-Job training is the training technique wherein the workers/employees learn their job roles away from the real work floor. The following are some of the off-the-job training methods provided in organizations:

classroom training, lectures, computer-based training, games and simulation, university and professional association seminars, career counseling, courses, and distance learning.

### **Research methods**

#### ***Population and sample***

The current study is based on a quantitative-qualitative approach to achieve its aim. Data collection technique for the study will be a Semi-structured questionnaire to collect data from different head department managers at four & three-star hotels in Cairo and Sharm El Sheikh which counted to 172 hotels Egyptian Hotel Guide (2017). Obtained data will be analyzed using SPSS version 22. The population of the study is the managers who counted (1548 nearly ) about 9 H.O.D`s in each hotel, The Central Agency for Public Mobilization and Statistics, (2017). So according to Khalifa and Ali (2017), the sample will be calculated according to the following formula:

N = Study Population= 1548

Z= 0.95 = 1.96

d = 0.05

p = 0.50

n = 387

$$n = \frac{N \times p(1-p)}{[N - 1 \times (d^2 \div z^2)] + p(1-p)} \times N$$

The study sample was conducted on a total of 24 hotels (twenty from four-star hotels and twenty-three from three-star hotels in Greater Cairo City and Sharm El Sheikh City. The sample was chosen based on the following inclusion criteria:

1. The category of the hotel must be four or three-star.
2. The facility must be in Greater Cairo or Sharm El Sheikh City.

Greater Cairo and Sharm El Sheikh City have been chosen as the prime case study area because:

1. It is the most dominant social, political, economic, etc. center in Egypt.
2. According to the Chamber of Tourist Establishments (2017) and Egyptian Hotel Association (2017), Greater Cairo City and Sharm El Sheikh City include the biggest number of hotels in Egypt.

The total number of the questionnaire was 450 copies, distributed on four & three-star hotels H.O.D.'s or/and assistants as a random sample, 400 were returned. The response rate reached 89%.

The researcher selected a sample of 400 four & three-star hotels H.O.D.'s or/and assistants for more validity. The study used a semi-structured questionnaire for data collection. A modified questionnaire was designed to explore the levels of knowledge, attitudes, and practices among the head of departments or/and assistants that have a crisis effect on hotels' operation in Great Cairo and Sharm El sheikh. An investigation of developing H.O.D.'s or/and assistant's performance in case of crisis and catastrophes were carried out using multiple sources of data, including a semi-structured questionnaire, observations of the business environment, and a review of documentation.

A questionnaire form was designed and distributed to the head of departments or/and assistances in the selected sample during the period between September 2019 – January 2020.

***Testing Validity and Reliability***

Cronbach's Alpha Coefficient is used, which should have a value equal to or greater than (0.7).

Table 1: Reliability analysis for Sub domains

Variable	No. items	Reliability	Validity
CMP concept and Functions	6	0.747	0.864
CMP Effects and Benefits	15	0.895	0.946
Practices may use in case of crisis	17	0.710	0.846

The results show that the questions have a Validity and reliability which exceeded (0.70) for all respondents.

***Questionnaire Design***

The questionnaire was made up of three parts. The first part collected demographic information from the respondents. The second part examined the awareness of crisis management plan concepts and functions according to Jie (2018), Gamal et. al. (2017), Susana et.al. (2017) and Ozdemir (2016) using a Likert scale of 1—less important to 5—most important. The third part examined the training and development methods which apply and the level of actual use for each method according to Falola (2014), Raja (2011) and Alao (2010) using the same Likert scale ranging from 1—extensively used to 5—rarely used.

The questionnaire was sent to 450 participants who included middle-level managers, department heads and other senior managers of different 3 & 4-star hotels in Cairo and Sharm El Sheikh. Responses were received from 400 participants. The sample group demographics are presented in table 2. The majority were men. ages ranged between 20 and 40, and all of them held management positions.

The study has two main hypotheses for analyzing crisis management.

**H1:** There is a positive significant statistical relationship between the Methods which applied to develop the performance and the H.O.D.'s awareness about the concept and functions of CMP

**H2:** There is a positive significant statistical relationship between the Methods which applied to develop the performance and the respondents' awareness about the effects and benefits of CMP.

Table 2: No. of hotels in Cairo and Sharm El Sheikh

Hotels category	Cairo	Sharm El Sheikh	Egypt	Cairo + SHH in Egypt %
5 *	33	41	153	48.4%
4 *	18	62	199	40.2%
3 *	40	52	256	36%
2 *	34	22	174	32.2%
1 *	26	4	106	28.3%
Under classification	5	10	71	21.1%
Total	156	191	959	36.2%

Source: Egyptian Hotels Association Guide, (2017)

## Results

Table 3: Descriptive statistics of the respondents

Variable	Frequency No(n=450)	Percent %
<b>Gender</b>		
Male	391	97.8
Female	9	2.3
<b>Age</b>		
20:30	45	11.3
30:40	212	53.0
40:50	108	27.0
50:60	34	8.5
>60	1	.3
<b>Hotel Area</b>		
Cairo	139	34.8
Sharm	261	65.3
<b>Category:</b>		
3 stars	220	55.0
4 Stars	180	45.0

According Table 3:

- 1- Most of respondents were males (97.8%) and very few were females (2.3%) which means that the hotels field not attracted for the female employees or there are not continued to be a manager.
- 2- Most of respondents ages between 30 to less than 50 years old 30:40 (53%) followed by 40:50 (27%) and very few over 50 years old (8.8%) which means that the filed lost his experienced managers and also most of them changed their carrier before the fiftieth years' old.

Table (4): - Correlation co-efficient between methods which applied to develop the performance and the Awareness About Crises Management (n=400)

Correlations		Total Methods	New employee orientation program	Training process	On the job training	Off the job training	Evaluating Training and Development Effectiveness
CMP Effects and Benefits	r	0.893	0.814	0.751	0.622	0.845	0.811
	p	<0.001**	<0.001**	<0.001**	<0.001**	<0.001**	<0.001**
CMP concept and Functions	r	0.837	0.723	0.678	0.627	0.804	0.765
	p	<0.001**	<0.001**	<0.001**	<0.001**	<0.001**	<0.001**

\*\*Statistically Significant Correlation at p. value<0.01

According to the table 4:

**H1:** there is a positive relationship that exists between all Training and Development methods on Managers Awareness About CMP concept and Functions ( r=0.837) and p. value<0.01

Also, there is a positive relationship between all Training and Development methods parts on Managers Awareness About CMP concept and Functions as shown:

Off the job training ( r=0.804) and p. value<0.01, Evaluating Training and Development Effectiveness ( r=0.765) and p. value<0.01, New employee orientation program ( r=0.723) and p. value<0.01, Training process ( r=0.678) and p. value<0.01, On the job training ( r=0.627) and p. value<0.01.

**H2:** there is a positive relationship that exists between all Training and Development methods on Managers Awareness About **CMP Effects and Benefits** (r=0.893) and p. value<0.01. Also there is a positive relationship between all training program and development methods parts on managers awareness about **CMP effects and benefits** as shown:

Off the job training ( r=0.845) and p. value<0.01, evaluating training and development effectiveness ( r=0.811) and p. value<0.01, New employee orientation program ( r=0.814) and p. value<0.01, Training process ( r=0.751) and p. value<0.01, On the job training ( r=0.622) and p. value<0.01.

Table 5: Descriptive for the concept of crisis and crisis management plan of the study sample

	Range	Mean	Std. Deviation
A crisis is any situation that has the potential to affect long-term confidence in an organization or a product, or which may interfere with its ability to continue operating normally.	2-5	3.888	0.742
CMP is a tool to consider every kind of possibility and give advice in case a crisis happens.	2-5	3.898	0.830
CMP is a tool for the quick response to a possible threat	2-5	3.815	0.805
CMP is a tool to organize the performance in case a crisis happens.	2-5	3.963	0.638
CMP is a tool to minimize losses or damages.	3-5	4.075	0.762
it is a written document outlining the official procedures applying in case of crisis	3-5	4.418	0.574

According to Table (5), the concept (it is a written document outlining the official procedures applying in case of crisis) was highly Respond, followed by the concept (CMP is a tool to minimize the losses or damages), which agreed with (Jie, 2018), (Wang & Ritchie, 2012) and (Hartmann,2011)

Table (6) explained the ranking of The Methods used to develop the performance from the higher to lowest with their means.

	Mean	Std. Deviation
Total Training process planning	3.591	0.537
Total On the job training	3.448	0.496
Total New employee Orientation program	3.338	0.712
Total Off the job training	2.622	0.7

Total Evaluating Training and Development Effectiveness	2.117	0.949
5/2- Tour of facilities	4.075	0.852
5/11- Job instruction training	4.053	0.931
5/8- Chose training methods	4.045	0.748
5/24- Programmed instruction	3.91	0.946
5/6- Set objectives for training	3.813	0.78
5/9- Conduct training	3.778	0.98
5/3- Involvement of co-workers	3.718	0.905
5/14- Coaching	3.708	1.098
5/5- Assess training needs	3.668	0.65472
5/7- Decide who will participate	3.66	1.043
5/22- Classroom training	3.538	1.171
5/13- Apprenticeships	3.183	0.928
5/18- Role playing	2.938	0.967
5/25- Laboratory training	2.92	1.18
5/15- Lectures	2.855	1.378
5/12- Job rotation (Cross-training)	2.85	0.877
5/1- Employee handbook	2.788	1.265
5/4- Follow up	2.77	0.818
5/10- Evaluate training (pretest, posttest & follow up)	2.583	0.946
5/20- Simulation	2.495	1.208
5/26- Business games	2.38	0.907
5/17- Vestibule training	2.375	1.11
5/28- Pre- training performance method	2.263	1.167
5/16- Video presentation	2.183	0.983
5/31- Pre-post- training performance with control Group method	2.18	0.998
5/23- In-basket technique	2.178	0.904
5/21- Understudy assignments	2.16	1.073
5/19- Case studies	2.123	0.956
5/29- Post- training performance method	2.058	1.003
5/27-.University and professional association seminars	2.003	0.975
5/30- Pre-post- training performance method	1.968	1.039

According to Table 6, the most Methods used to develop the performance is (Tour of facilities) with a mean (4.075), followed by (Job instruction training) with a mean (4.053), followed by (Chose training methods) with a mean (4.045), The Method used to develop the performance (Pre-post- training performance method) seemed the least important factor with a total mean (1.968).

On the other hand, table 6 shows that the most Methods group used to develop the performance is (Training process planning methods) with a mean (3.591), followed by (On the job training methods) with a mean (3.448), followed by (New employee Orientation program methods) with a mean (3.338) ), followed by (Off the job training methods) with a mean (2.622) and (The Evaluating of Training and Development Effectiveness methods ) seemed the least important factors with a total mean (2.117), which agreed with Benedicta (2010), (Shamim et al. 2013), Raja et. al. (2011), (Grobler et al. 2004), Abu-Baker, M. (2010), Franklin, D, et al. (2014), (Smit and de Cronje,2003), (Perry. 2007), Kreitner et al. (2007) and Anderson (2003).

### Conclusion and limitations

This study investigated the methods to develop the performance used in the Egyptian hotels' industry and the Awareness About Crises. The study has tested two hypotheses of how these factors (CMP concept and functions awareness,) & (CMP Effects and Benefits awareness) affecting the dependent variable (methods to develop the performance which used). The study has used a questionnaire to collect data from 400 Managers to perceive their opinions on the factors affect Egyptian hotels. The study has revealed very useful results in the way it evaluated the perceptions of managers on the hotels and described the factors that hotels have succeeded to offer in their CMP. Meanwhile, the study has provided hotel managers with some feedback on the overall perception of their CMP and the training methods better to use. The study has indicated that Most of the respondents in booth Cairo and SSh indicated that the most methods may use is (On the job training), followed by (New employee Orientation program), followed by (Off the job training), which means that on the job training is the main method which used and effect the awareness about CMP

### Research recommendations

According to the study results, the following recommendations could be suggested the following:

- The need to continue holding training courses for hotels workers on how to deal with crises
- The need to prepare a training program for all new hiring and newly promoted employees including orientation, on the job, off job and evaluation tools.
- The need to making training centers to offer hospitality courses which accepted from the ministry of tourism, Egyptian Hotels Association and labor force office
- The need to prepare cooperation protocols between the hotels and hotel management faculties to train the students in the hotels and employees in the faculties

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