

# THE INFLUENCE OF TRAINING ON WORKPLACE EFFICIENCY

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## ABSTRACT

*This study examines the relationship between staff training programs and operational efficiency among hospitality employees in Valencia City. It addresses the ongoing operational efficiency issues faced by hospitality establishments, emphasizing their significant impact on service delivery and overall business performance. Utilizing a descriptive-correlational research design, the study aimed to explore how staff training influences operational efficiency. A simple random sampling technique was employed to ensure equal chances of selection, and data were collected through a self-developed survey questionnaire tailored to the study's objectives. The findings indicate that staff training programs have a significant positive impact on operational efficiency, contributing to improved service quality, cost efficiency, and employee retention. Regression analysis further revealed that staff training programs are a strong predictor of operational efficiency, reinforcing their importance in performance improvement. Both null hypotheses were rejected, confirming that staff training programs significantly relate to and predict operational efficiency. Based on these results, it is recommended that hospitality establishments in Valencia City invest in structured and comprehensive staff training programs to further improve operational efficiency and support the growth of both employees and the organization.*

**Keyword:** *Hospitality Employees, Staff Training, Operational Efficiency, Hospitality Establishments, Valencia City.*

## 1. INTRODUCTION

The hospitality industry globally is grappling with several problems related to operational efficiency. Compromised service quality, high employee turnover, and increased costs are among the common challenges hotels face worldwide (Holovnia et al., 2022). As the hospitality industry is a critical contributor to the global economy, accounting for over 10% of global GDP and generating millions of jobs (WTTC, 2019), the impact of these issues extends far beyond individual establishments. A study conducted by Hinkin and Tracey (2019) highlights that many hospitality establishments globally deliberately fail to attempt to implement staff training, results in poor decision-making, poor resource management, and ultimately, higher operational costs. Similarly, Kucukusta & Chan (2019) stated that most hospitality establishments without trained staff face operational difficulties, thus putting businesses at risk. Part of the challenge faced by hospitality establishments globally is the behavior towards sustainable practices. According to the survey by Statista, (2023), 81% of travelers worldwide intended to stay in an eco-friendly or green accommodation. According to Sharma et al.,

(2024), establishments with untrained staff on relevant regulations and best practices toward sustainability, eco-friendly, and green accommodation, may be subjected to exacerbated environmental compliance costs. Another challenge faced by hospitality businesses worldwide is high employee turnover. Employees who are not well-trained often experience frustration and burnout, which accelerates turnover rates, increases recruitment costs, reduces long-term profitability, and affects economic progress globally (Vesselin, 2019).

In the Philippines, inadequate staff training is a major contributor to the deterioration of service quality, operational inefficiency, and poor employee retention (Mendoza, 2020). Financial constraints often limit the extent and quality of training programs. Many budget-conscious hospitality establishments in the Philippines do not invest sufficiently in staff development, relying on outdated methods or practices, resulting in stagnant operations that lack progress and competitiveness (Mendoza, 2020). This lack of training directly impacts service quality, as employees cannot meet customer expectations or adapt to the evolving needs of the hospitality

industry. Since the Philippine society is a unique blend of diversity, in the context of the hospitality industry, lack of cultural awareness and diversity mismanagement pose a significant threat to its progress. As stated by Dela Cruz (2021), one way to fix this issue is to implement staff training programs that prioritize communication skills, enabling employees to effectively bridge cultural gaps. According to Prabhu (2021), hospitality establishments that fail to invest in employee training decline in competitiveness both locally and internationally. The ongoing problem of inadequate training in the Philippine hospitality industry is a significant obstacle to the industry's growth, especially in terms of employee retention, service quality, and cost efficiency.

In Bukidnon, the challenges posed by inadequate staff training are increased by the region's unique socio-cultural and environmental factors. Hinkin and Tracey (2019) highlight inconsistent service quality as a major challenge faced by hospitality businesses, particularly in regions where staff training is inadequate, or service standards differ widely between locations. Concerning these issues, poor resource management, increased operational errors, and a lack of adherence to health, safety, and sustainability standards, pose significant impacts (Kucukusta & Chan, 2019), particularly in regions like Bukidnon, where resource constraints and environmental concerns are prominent. Emphasis is now placed on environmental hotel management strategies with the necessity of staff involvement in green behavior to maintain competitive advantage (Pham et al., 2019). Therefore, local environmental concerns, such as sustainability challenges, require staff to be specifically trained in responsible practices, but these are often overlooked due to the lack of tailored training programs. The failure to address these local challenges through proper training contributes to operational difficulties and a lack of competitive advantage in Bukidnon's hospitality market.

In operating in an ever-changing and highly competitive environment, the staff is one of the hotel's main resources and the competitive advantage. Therefore, it is crucial for organizations in the hospitality industry to constantly provide adequate training for their staff (Raymond, 2018) since the quality of service depends largely on staff training (Vesselin, 2019), the same way as Kwortnik and Thompson (2020)

expressed, that the success of the hotel industry is largely dependent on operational efficiency. Furthermore, Katsoni (2020) highlighted that staff training is one of the most important responsibilities of the hospitality industry as through this the company can shape its vision and objectives for all human resources. This study intends to investigate the relationship between staff training programs and operational efficiency in the hospitality industry in Valencia City, Bukidnon.

### ***1.1.Statement of the Problem***

This study aimed to determine the relationship between staff training and the operational efficiency of hospitality employees in Valencia City. Specifically, it sought to address the following questions:

1. What is the level of staff training programs among the hospitality employees in terms of:
  - 1.1 frequency;
  - 1.2 content relevance; and
  - 1.3 trainer qualifications
2. What is the level of operational efficiency of the hospitality employees in terms of:
  - 2.1 service quality;
  - 2.2 cost efficiency; and
  - 2.3 employee retention
3. Is there a significant relationship between staff training programs and operational efficiency in the hospitality industry?
4. Do Staff Training Programs best predicts operational efficiency in the hospitality industry

### ***1.2. Hypothesis***

On the basis of the preceding problems, the null hypothesis is stated at a significance level of 0.05:

Ho1: There is no significant relationship between staff training programs and operational efficiency in the hospitality industry.

Ho2: Staff training programs do not predict operational efficiency in the hospitality industry.

## 2. RESEARCH METHODOLOGY

This chapter outlines the methods employed in the study, detailing the research design, sampling procedure, research respondents, research instrument, data gathering procedure, scoring procedure, and statistical treatment used to analyze the data.

### 2.1. Research Design

The study utilized a descriptive correlational research design, which sought to examine and describe the relationship between two variables—staff training programs and operational efficiency—without manipulating them. This approach was deemed appropriate as it aimed to explore the existing connection between these variables within the context of the hospitality industry. By analyzing the current conditions of the hospitality establishments in Valencia City, the study investigated how staff training programs influenced operational efficiency, focusing on aspects such as service quality, cost efficiency, and employee performance.

### 2.2. Sampling Procedure

For this research, a simple random sampling technique was employed to ensure equal chances of selection and to minimize selection bias. The researchers selected 125 hospitality employees from four leading hotels in Valencia City, with each establishment contributing approximately 30 participants. This random sampling method was used to obtain a diverse yet representative group of respondents, helping to ensure the accuracy and generalizability of the findings. The participants were selected from various roles within the hospitality establishments, including front-line staff, supervisors, and managers, to capture a comprehensive view of the impact of staff training on operational efficiency.

### 2.3. Research Locale

The research was conducted in four prominent hospitality establishments in Valencia City, Bukidnon, which were recognized as top-rated hotels by Tripadvisor in 2024: New Hotel Valencia, Double M Hotel, Uno Business Hotel, and Hotel de Susana. These establishments were chosen for their reputation in providing excellent customer service and maintaining high operational standards. Each of the selected hotels represented

a different segment of the local hospitality market, ranging from mid-range business accommodations to upscale services. The diversity of these establishments allowed for a broad analysis of the impact of staff training programs across various types of hospitality businesses, providing a well-rounded perspective on operational efficiency.

### 2.4. Research Respondents

The respondents in this study were 125 hospitality employees selected from the four chosen establishments. The participants were randomly chosen to ensure that every employee had an equal chance of being selected, thereby reducing potential biases and ensuring a representative sample. The respondents included employees from a range of job positions, including front-line staff, managers, and supervisors. This diversity allowed for a comprehensive understanding of how staff training programs impacted operational efficiency at different levels within the hospitality industry.

### 2.5. Research Instrument

The instrument used for data collection was a self-made survey questionnaire, specifically designed to align with the study's objectives. The questionnaire was divided into two sections: one focused on evaluating the staff training programs and the other on assessing the operational efficiency of the hospitality establishments. The questions were designed to gather data on the frequency, content, and perceived effectiveness of staff training programs, as well as their impact on various operational aspects such as service quality, cost management, and employee retention. The instrument included both closed-ended and Likert scale questions, which enabled the researchers to measure employees' perceptions of staff training and its effect on operational performance.

### 2.6. Reliability and Validity of the Instrument

To ensure the validity of the research instrument, the questionnaire underwent content validation by experts in the field. These experts included a language expert, a hotel manager, and an academic professional specializing in hospitality management. Their feedback helped refine the questionnaire, ensuring that the questions accurately reflected the study's objectives. Furthermore, to assess the reliability of the

instrument, a pilot test was conducted with a small group of employees from a different hospitality establishment. The results of the pilot test were used to calculate the Cronbach's Alpha, a measure of internal consistency. The pilot test indicated that the instrument was both reliable and valid for the purposes of the study with a reliability index of .914.

### 2.7. Data Gathering Procedure

Before the data collection process began, the researchers obtained approval from the Philippine College Foundation and the management of the four selected hospitality establishments. The researchers then personally distributed the survey questionnaires to the respondents, providing clear instructions on how to complete the surveys and allowing sufficient time for them

to respond. Participants were assured of the confidentiality of their responses, which helped encourage honest and accurate answers. The researchers were also available to address any questions or concerns the respondents may have had during the data collection process.

### 2.8. Scoring Procedure

The responses to the survey questionnaire were scored using a five-point Likert scale to assess the levels of staff training programs and operational efficiency across their respective areas, as outlined in the statement of the problem. The scoring system was designed to provide a clear and descriptive rating for each variable, ensuring accurate interpretation of the data.

Scoring for Staff Training Programs (Frequency, Content Relevance, and Trainer Qualifications):

| Scale | Range     | Descriptive Rating | Interpretation  |
|-------|-----------|--------------------|-----------------|
| 5     | 4.51-5.00 | Strongly Agree     | Very High Level |
| 4     | 3.51-4.50 | Agree              | High Level      |
| 3     | 2.51-3.50 | Moderately Agree   | Moderate Level  |
| 2     | 1.51-2.50 | Disagree           | Low Level       |
| 1     | 1.00-1.50 | Strongly Disagree  | Very Low Level  |

For operational efficiency, the study focused on service quality, cost efficiency, and employee retention. A higher score in service quality indicated exceptional performance in delivering high-quality services, which contributed to customer satisfaction. Cost efficiency was assessed

based on how well employees managed resources to minimize costs while maintaining service standards. Finally, employee retention was measured by how effectively the establishments kept their staff, with higher scores indicating better retention strategies.

| Scale | Range     | Descriptive Rating | Interpretation                   |
|-------|-----------|--------------------|----------------------------------|
| 5     | 4.51-5.00 | Strongly Agree     | Excellent Operational Efficiency |
| 4     | 3.51-4.50 | Agree              | High Operational Efficiency      |
| 3     | 2.51-3.50 | Moderately Agree   | Moderate Operational Efficiency  |
| 2     | 1.51-2.50 | Disagree           | Low Operational Efficiency       |
| 1     | 1.00-1.50 | Strongly Disagree  | Very Low Operational Efficiency  |

### 2.9. Statistical Treatment

The following statistical treatments were employed for data analysis, interpretation, and presentation:

1. Weighted Mean and Standard Deviation: These were used to measure the respondents'

perceptions of the effectiveness of staff training programs and their impact on operational efficiency. The weighted mean indicates the central tendency, while the standard deviation measures the variation in responses.

2. **Pearson Product-Moment Correlation:** This was used to determine the significant relationship between the staff training programs and operational efficiency. By computing the correlation coefficient, the researchers were able to assess whether the training programs have a statistically significant impact on the operational performance of the selected hospitality establishments.
3. **Regression Analysis:** This was used to determine whether staff training programs best predict operational efficiency in hospitality industry.

### 3. DISCUSSION OF RESULTS

This chapter presents and discusses the findings of the study, focusing on the relationship between staff training programs and operational efficiency in hospitality establishments in Valencia City. The discussion begins with an examination of the effectiveness of staff training programs, specifically in terms of frequency, content relevance, and trainer qualifications. It then addresses the operational efficiency of hospitality employees, evaluating their performance in service quality, cost efficiency, and employee retention. The chapter also explores the significance of the relationship between staff training and operational efficiency, based on the data collected from the survey responses.

1. *What is the level of staff training programs among the hospitality employees in terms of:*

1.1 *frequency;*

1.2 *content relevance; and*

1.3 *trainer qualifications*

Table 1 presents the results on the level of staff training programs among hospitality employees in terms of content relevance, frequency, and trainer qualifications. The data shows the mean and

standard deviation for each sub-variable and the overall level of staff training programs, as interpreted using a Likert scale. According to the table, all sub-variables—content relevance, frequency, and trainer qualifications—are rated at a high level, with the respective means of 4.43, 4.33, and 4.41, all of which fall within the "High Level" range on the scale of 3.51 to 4.50.

The analysis of the table reveals that the overall mean for staff training programs is 4.39, which signifies a high level of staff training. Among the sub-variables, content relevance holds the highest mean score of 4.43, followed closely by trainer qualifications at 4.41. The frequency of staff training programs has a mean of 4.33, making it the lowest of the three sub-variables, although still within the "High Level" category. The standard deviations for all sub-variables are relatively small, indicating low variability in the responses, and suggesting consistency in how employees perceive the training programs.

The implications of these results suggest that the hospitality industry has implemented effective training programs with strong content relevance, well-qualified trainers, and a relatively high frequency of training sessions. The high rating for content relevance suggests that employees feel that the training material aligns well with their roles and needs. The high score for trainer qualifications indicates that the employees believe their trainers are competent and capable of delivering quality instruction. While the frequency rating is slightly lower, it still signifies that the training programs are conducted regularly, which is vital for employee development. Overall, these results imply that the staff training programs are being delivered effectively and are well-received by the employees.

**Table 1**

*Result on the Level of Staff Training Programs*

| Sub-variables           | Mean | SD     | Interpretation |
|-------------------------|------|--------|----------------|
| Content Relevance       | 4.43 | .47373 | High Level     |
| Frequency               | 4.33 | .45898 | High Level     |
| Traner Qualifications   | 4.41 | .52192 | High Level     |
| Staff Training Programs | 4.39 | .43503 | High Level     |
| Content Relevance       | 4.43 | .47373 | High Level     |

*Legend*

| <i>Range</i> | <i>Descriptive Rating</i> | <i>Interpretation</i> |
|--------------|---------------------------|-----------------------|
| 4.51- 5.00   | Strongly Agree            | Very High Level       |
| 3.51- 4.50   | Agree                     | High Level            |
| 2.51- 3.50   | Moderately Agree          | Moderate Level        |
| 1.51-2.50    | Disagree                  | Low Level             |
| 1.00-1.50    | Strongly Disagree         | Very Low Level        |

This finding is consistent with studies that emphasize the importance of well-structured and relevant training programs for employee development in the hospitality industry. For example, Acharya (2019) highlights the role of comprehensive training programs in improving employee performance and productivity in the hospitality sector. Additionally, the significance of trainer qualifications is supported by research from Kwortnik and Thompson (2020), who found that well-trained trainers enhance the overall effectiveness of training programs in hospitality. Furthermore, regular training is essential for skill retention, as suggested by the findings of Thompson (2020), who emphasizes that frequent training improves service quality and operational efficiency in the hospitality industry.

*2. What is the level of operational efficiency of the hospitality employees in terms of:*

- 2.1 service quality;*
- 2.2 cost efficiency; and*
- 2.3 employee retention*

Table 2 presents the results on the level of operational efficiency of hospitality employees in terms of service quality, cost efficiency, and employee retention. The data shows the mean and standard deviation for each sub-variable and the overall level of operational efficiency, as interpreted using a Likert scale. According to the table, all sub-variables—service quality, cost efficiency, and employee retention—are rated at a high operational efficiency level, with the respective means of 4.44, 4.36, and 4.35, all of which fall within the "High Operational Efficiency" range on the scale of 3.51 to 4.50.

The analysis of the table reveals that the overall mean for operational efficiency is 4.38, indicating a high level of operational efficiency among the hospitality employees. Service quality has the highest mean score of 4.44, followed closely by cost efficiency at 4.36 and employee retention at 4.35. The standard deviations for all sub-variables are relatively low, suggesting that the responses are consistent and that employees generally agree on the level of operational efficiency in each area. Among the sub-variables, service quality is slightly higher than the other two, but all three are still within the high operational efficiency category.

The implications of these results suggest that hospitality employees are performing efficiently across various aspects of their work. The high rating for service quality indicates that employees are delivering quality service, which is crucial in the hospitality industry for customer satisfaction and loyalty. The high score for cost efficiency suggests that employees are effectively managing resources and minimizing waste, which is essential for the financial sustainability of hospitality businesses. The high rating for employee retention highlights that employees are satisfied with their roles and are less likely to leave, which is important for maintaining a stable and experienced workforce. Overall, these results imply that the hospitality industry is achieving a high level of operational efficiency, which benefits both the organization and its employees.

**Table 2**

*Result on The Level of Operational Efficiency of the Hospitality Employees*

| Sub-variables          | Mean | SD     | Interpretation              |
|------------------------|------|--------|-----------------------------|
| Service Quality        | 4.44 | .46760 | High Operational Efficiency |
| Cost Efficiency        | 4.36 | .51670 | High Operational Efficiency |
| Employee Retention     | 4.35 | .50960 | High Operational Efficiency |
| Operational Efficiency | 4.38 | .45000 | High Operational Efficiency |

*Legend*

| <i>Range</i> | <i>Descriptive Rating</i> | <i>Interpretation</i>            |
|--------------|---------------------------|----------------------------------|
| 4.51- 5.00   | Strongly Agree            | Excellent Operational Efficiency |
| 3.51- 4.50   | Agree                     | High Operational Efficiency      |
| 2.51- 3.50   | Moderately Agree          | Moderate Operational Efficiency  |
| 1.51-2.50    | Disagree                  | Low Operational Efficiency       |
| 1.00-1.50    | Strongly Disagree         | Very Low Operational Efficiency  |

This finding is supported by the research of Hinkin and Tracey (2019), who emphasize that operational efficiency in the hospitality industry is closely linked to high levels of employee service quality, cost management, and retention. Furthermore, Green (2020) supports the notion that effective training programs contribute to improved operational efficiency, particularly in areas such as cost efficiency and service quality. Additionally, Dela Cruz (2021) highlights the importance of employee satisfaction and retention, noting that a satisfied workforce contributes significantly to the overall operational success of hospitality establishments.

*3. Is there a significant relationship between staff training programs and operational efficiency in the hospitality industry?*

Table 3 presents the correlation between staff training programs and operational efficiency in the hospitality industry, specifically examining the relationship between staff training sub-variables (frequency, content relevance, and trainer qualifications) and operational efficiency indicators (service quality, cost efficiency, and employee retention). The table provides the correlation coefficients (R) and p-values for each relationship, showing that all correlations are

statistically significant with p-values of 0.000 for each sub-variable, indicating strong relationships.

The analysis reveals that all three sub-variables of staff training programs—frequency, content relevance, and trainer qualifications—have significant positive correlations with the operational efficiency indicators. For service quality, frequency has a correlation of 0.691, content relevance has a correlation of 0.659, and trainer qualifications have the highest correlation at 0.729. For cost efficiency, frequency has a correlation of 0.691, content relevance has a correlation of 0.623, and trainer qualifications has a correlation of 0.613. For employee retention, frequency has a correlation of 0.679, content relevance has a correlation of 0.706, and trainer qualifications has a correlation of 0.713. These correlations indicate that as the quality and frequency of staff training programs increase, operational efficiency in service quality, cost efficiency, and employee retention also improve. The overall correlation between staff training programs and operational efficiency is 0.333 with a p-value of 0.000, suggesting a statistically significant relationship, leading to the rejection of the null hypothesis.

**Table 3**

*Correlation Between Staff Training Programs and Operational Efficiency in the Hospitality Industry*

| Sub-variables          | Service Quality | Cost Efficiency | Employee Retention |
|------------------------|-----------------|-----------------|--------------------|
| Frequency              | R= .691         | R= .691         | R= .679            |
|                        | P= .000         | P= .000         | P= .000            |
|                        | N= 125          | N= 125          | N= 125             |
| Content Relevance      | R= .659         | R= .623         | R= .706            |
|                        | P= .000         | P= .000         | P= .000            |
|                        | N= 125          | N= 125          | N= 125             |
| Trainer Qualifications | R= .729         | R= .613         | R= .713            |
|                        | P= .000         | P= .000         | P= .000            |
|                        | N= 125          | N= 125          | N= 125             |

|                                |                               |   |
|--------------------------------|-------------------------------|---|
| <b>Overall Correlation</b>     | <i>Operational Efficiency</i> | <b>Decision</b>                         |
| <i>Staff Training Programs</i> | R= .333                       | <i>The Null Hypothesis was Rejected</i> |
|                                | P= .000                       |   |
|                                | N= 109                        |   |

The implications of these results indicate that all three aspects of staff training—frequency, content relevance, and trainer qualifications—play important roles in enhancing operational efficiency in the hospitality industry. A higher frequency of training positively impacts service quality, cost efficiency, and employee retention. Additionally, training content that is relevant to the needs of employees and qualifications of the trainers further strengthen these outcomes. The overall significant relationship between staff training programs and operational efficiency suggests that investments in training programs can lead to better performance across various operational dimensions, improving both service delivery and employee satisfaction in the hospitality industry.

This finding is supported by Kwortnik and Thompson (2020), who emphasize that effective training programs significantly enhance service quality in hospitality. Similarly, Kucukusta, Mak, and Chan (2019) argue that inadequate training

negatively affects service quality, underscoring the importance of comprehensive staff training programs. Moreover, the work of Kim and Lee (2021) supports the idea that well-structured training programs not only improve operational efficiency but also contribute to greater employee retention, highlighting the value of content relevance and qualified trainers in fostering positive outcomes.

4. *Do Staff Training Programs best predicts operational efficiency in the hospitality industry?*

Table 4 presents the regression analysis between staff training programs and operational efficiency in hospitality industry

**Table 4.**

Regression analysis between Staff Training Programs and Operational Efficiency in the Hospitality Industry

| MODEL                                | UNSTANDARDIZED COEFFICIENTS |             | STANDARDIZED COEFFICIENTS | T         | SIG. |
|--------------------------------------|-----------------------------|-------------|---------------------------|-----------|------|
|                                      | B                           | STD. ERROR  | BETA                      |           |      |
| (Constant)                           | .580                        | .253        |                           | 2.297     | .024 |
| Staff Training Programs              | .866                        | .057        | .837                      | 15.141    | .000 |
| R = .837a      R <sup>2</sup> = .701 |                             | F = 229.245 |                           | P = 0.000 |      |

*Dependent variable is Operational Efficiency*

The regression analysis clearly demonstrates that staff training programs are a strong and statistically significant predictor of operational efficiency in the hospitality industry. The unstandardized coefficient (B = 0.866) suggests that for every one-unit increase in the quality or frequency of staff training programs, operational efficiency improves by approximately 0.866 units. This is a substantial impact, especially in a service-driven sector like hospitality. Moreover, the standardized beta coefficient of 0.837 reflects a

strong effect size, indicating that staff training programs have a robust influence on the dependent variable. The high t-value (15.141) and highly significant p-value (0.000) further confirm the strength and reliability of this relationship.

From a model perspective, the correlation coefficient (R = 0.837) suggests a very strong positive relationship between the two variables. The R<sup>2</sup> value of 0.701 means that 70.1% of the variability in operational efficiency is explained by staff training programs alone—an impressive proportion that underlines the importance of

training as a strategic investment. The adjusted  $R^2$  value being close (0.697) affirms the model's consistency and guards against overfitting. The ANOVA results also validate the model's predictive power, with a large F-statistic (229.245) and a p-value far below the 0.05 threshold, confirming the model's overall statistical significance.

The null hypothesis which states that Staff training programs do not predict operational efficiency in the hospitality industry is rejected.

These findings carry important implications for hospitality managers and policymakers. They strongly suggest that prioritizing staff training is not merely a compliance or HR obligation but a key driver of operational success. This supports the observations of Thompson (2020), who emphasized that well-trained staff contribute significantly to enhanced service quality and operational efficiency in hospitality settings. Similarly, Thomas (2018) found that training directly influences worker performance, especially when programs are designed to align with job-specific needs.

From a global industry perspective, the World Travel and Tourism Council (WTTC, 2019) and Statista (2023) have highlighted how productivity and service quality are vital to sustaining competitiveness in the rapidly evolving tourism and hospitality sector. Investing in staff development becomes even more crucial in this context, where customer expectations are rising and operational complexity is increasing. Moreover, Williams (2019) and Vaughan and Wilson (2019) emphasize the value of continuous learning and development in both improving individual performance and retaining talent—an essential factor in industries with high turnover rates like hospitality.

#### 4.CONCLUSION

The findings of this study underscore the pivotal role that staff training programs play in enhancing operational efficiency in the hospitality industry in Valencia City, Bukidnon. The study revealed that the training programs, specifically in terms of content relevance, frequency, and trainer qualifications, are perceived to be highly effective by hospitality employees. The analysis of operational efficiency highlighted that employees excel in key areas such as service quality, cost efficiency, and employee retention. The significant positive correlations between the sub-variables of

staff training programs and operational efficiency confirm that well-structured and frequent training sessions, along with competent trainers and relevant content, contribute to improved service performance. The rejection of the null hypothesis and the overall significant relationship between staff training and operational efficiency highlight the importance of continuous investment in training programs for sustained success in the hospitality sector.

The regression analysis confirms that staff training programs significantly and positively influence operational efficiency in the hospitality industry, indicating that well-structured and effectively delivered training initiatives are vital for improving overall service performance.

#### 5.RECOMMENDATIONS

Based on the findings of this study, it is recommended that hospitality managers in Valencia City prioritize the enhancement of their staff training programs, particularly focusing on the areas that have demonstrated significant positive correlations with operational efficiency. Emphasis should be placed on increasing the frequency of training sessions, as this has shown a strong impact on service quality, cost efficiency, and employee retention. Additionally, strengthening the content relevance of the training and ensuring that trainers are highly qualified will further improve the effectiveness of training programs. Since the training programs are already perceived as effective, reinforcing the regularity of these sessions and continually aligning them with the evolving needs of employees will ensure ongoing improvement in operational efficiency.

Furthermore, it is recommended that future research explore the long-term impact of staff training programs on operational efficiency and employee retention in the hospitality industry. Studies could examine how different types of training programs, such as sustainability training or advanced customer service skills, affect specific aspects of operational efficiency. This would provide valuable insights into how training programs can be tailored to maximize their benefits and ensure sustained growth and competitiveness in the hospitality industry.

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