



## Organizational Success through Corporate Trainings: A Case Study of Hotel Industry of Pakistan

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### Abstract

*Hotel industry in Pakistan makes a considerable part of the service sector. Globally the hotel industry has focused on training and human resource development to compete in the current business environment. The research was conducted to explore and find out how corporate mission and strategic goals can be achieved through corporate trainings in the hotel industry of Pakistan. Data from the targeted hotel industry were obtained through survey questionnaire and structured interviews of employees. Findings of this research show that trainings increase the performance of employees. A winning team of employees can be created through a systematic approach to training and development. Finding of this research paper help the policy makers in hotel industry to implement the corporate training program as winning strategy to deliver excellent service.*

**Keywords:** Service Quality, Corporate Training, Winning Strategy and Performance of Employees

### 1. Introduction

Objectives of any training programs in organizations are to improve behavior, skills, abilities and performance of employees. Increased global competition is posing a number of challenges to sustain and perform due to changed behaviors of customers, their expectation and service quality in hotel industry. Various factors like political instability, political relations with other nations, competition and economic condition have greatly affected the hotel industry of Pakistan. Some

systems are in place to improve the service and food quality. Management systems like Food Safety System, ISO 2200, Quality Management System, ISO 9001 and Environmental Management System ISO 14000 are good tools to improve various aspects of the industry. Pakistan Hotel Association (PHA) has done tremendous work to improve the hotel industry of Pakistan. PHA also communicates between the stake holders and the government regarding tax issues, infrastructure and policies etc. Customers are more important (Abida Ellahi, 2010). They are more influential constituent of a society especially in hotel industry. Service innovation is more important. According to Baloch QB (2010), international hotels are the winners of service innovation. Innovation and corporate training can enhance the Pakistan hotel industry to meet the international hospitality standards and core competencies. Essential knowledge and critical skills are the strategic tools to demonstrate the required and standard performance at each level.

Munawar Khan (2012) has described the history of hotel industry in Pakistan. According to his research work there were few hotels in Pakistan in the beginning. Cecil Hotel at Mount View Road, Murree, was a summer retreat of a British Army Colonel. This hotel was built in 1858. Service quality is an important issue since long. The success of service quality can be achieved through corporate training and development. Narangajavana and Hu, (2008) have identified four aspects to improve the service quality. These aspects are service delivery, hotel employees, guest amenities and surroundings, and prestige. Service quality affects the customers' satisfaction (Afshan Naseem et al., 2011). Pakistan hotel industry is facing global business issues like increased global competition, innovation in services and customers' expectations. Pakistan need highly skilled workforce to meet with customers' expectations (Long & Smith, 2004). Organizations must undertake learning and development interventions to improve employees' performance. Delivering training is one of the most important corporate functions (Sherwani NS et al. USA).

Malik ME et al., (2011) have strongly recommended that the role of service quality is a major marketing tool for loyal customers. Learning and development of employees impacts business results. Employees training positively affect performance (Fakhar Ul Afaq et al., 2011). They have further concluded that skills and competencies levels of employees in hotel industry of Pakistan are heavily depended on trainings.

Few studies are available on performance and corporate training in hotel industry in Pakistan. Special attention is required to investigate and explore this area. Performance is important for today's managers associated with hotel industry (Fakhar Ul Afaq et al., 2011). They further

suggested future research on different factors in hotel industry in relation to the employees' performance. The success of the industry must be explored through trainings and development. This research fills the gap in the literature on corporate trainings and its key role in the success of hotel industry of Pakistan because globalization emerges as a challenge to the hotel industry. Pakistan hotel industry nowadays is in kind of down fall (Ameeq-ul-Ameeq & Furqan Hanif, 2013). They further suggested effective trainings for all staff to achieve objectives of success.

### **1.1. Aim of the study**

The aim of the study is to investigate and explore how to achieve the mission and strategic goals through corporate trainings in the hotel industry of Pakistan. How can we make the corporate training cycle more efficient?

### **1.2. Objectives of the research**

Customers' expectation is changing. The current World politics greatly affect the hotel industry of Pakistan. My objectives are to diagnose the causes of employees' performance and to suggest ways and means to develop effective corporate training strategies in hotel industry of Pakistan. One purpose is to examine the existing training programs, policies, rules and procedures and to describe sustainable strategies to achieve corporate success.

### **1.3. Research Questions**

Following research questions were developed in survey questionnaire in order to achieve the objectives of the study.

1. How the mission, strategic goals and organizational success can be achieved through corporate trainings in hotel industry of Pakistan.
2. How can we make the corporate training cycle more efficient to improve employees' performance.
3. What approaches are adopted to implement effective training programs in hotel industry in Pakistan?

## **2. Literature Review**

Hotel industry play important role in service sector of Pakistan (Abida Ellahi, 2005). The industry has been present in the country since 1947. Business opportunities and economic development in the recent years encouraged the activities of hotel industry in Pakistan. Foreign corporate people are visiting Pakistan for business opportunities. Innovation in each segment is critical to meet the expectations of foreign and local customers. Research studies have examined

the relationship of innovation in different segments with performance. Quality is also important factor. Service quality is related with customer satisfaction (Shi & Su, 2007). Quality also increases the performance of employees (Afshan Naseem, Sadia Ejaz and Khusro P. Malik, 2011). Training is an important area at workplaces (Bernthal et al., 2004). Trainings enhance the performance skills of employees. Hotel industry of Pakistan is facing changing business environment, increasing global and local competition, innovation and changing customers' expectations. Organizations that provide training and development opportunities to their employees are more equipped to meet customers' expectations (Long and Smith, 2004). Trainings improve job satisfaction, motivation and employees' commitment. Training is important to make the organization profitable (Ameeq-ul-Ameeq, Furqan Hanif, 2013). They have further concluded that trainings enhance employees' performance and working efficiency in hotel industry of Pakistan. Owing to the direct interaction with customers trainings are important for the industry. Corporate trainings and employees' development is an important activity and it increases employees' performance (Iftikhar A. & Siraj-ud-din, 2009). Oguntimehin (2001) has identified that trainings increase productivity, improves the quality of work, improve skills, knowledge, understanding and attitude of employees. Employee performance is an important building block of an organization (Qaisar A. & Sara Y, 2009). According to Fakhar Ul Afaq et al (2011), trainings have significant effect on the performance of employees in hotel industry and future research is required due to new customers' expectations in forth coming times. They have investigated that problems of service delivery in hotel industry can be addressed by implementing proper trainings programs and it also increases motivation level of employees. Performance of employees is dependent on the professional skills & work competency levels. Trainings improve employees; and organizational performance (Raja AGK. et al., 2011). Trainings improve job performance (Hill & Lent, 2006, Satterfield & Hughes, 2007). According to Herman A. & Kurt K., (2009), future research is needed to analyze the benefits of trainings. Moreover, how can we make trainings more successful? Global research studies conducted have concluded the positive impact of training on organizational performance. Training is the key to success. Literature leads to the conclusion that training efforts produce improvements in hotel industry. Training is an important of collaboration. It brings employees, managers and the employer together. Trainings are motivational tools. Productivity of employees increases while trainings take place. Trainings also improve staff morale, satisfaction, inter-staff communication and leadership. Enhancement of employees' performance is one of the strategic objectives in

hotel industry of Pakistan. According to Pearl Continental Hotel annual report (2011), improvement in employees' competencies and enhancing performance is the strategic goal.

Effective corporate trainings reduce employees' turnover. Various costs are associated with employees' turnover. Generally, there are five categories of turnover cost. It includes pre-departure costs, recruitment, selection, training and loss of productivity (Deloitte report, Hospitality, 2015).

According to the Global Hospitality Insights report (2013), competition is strong in the global hotel industry. International hotels are expanding their portfolios around the globe. International hotels are focusing on customizing their international standards. They have developed aggressive plans to penetrate in the emerging market.

### **3. Research Methodology**

The study of social world requires a different logic of research procedures (Bryman A. & Emma Bell, 2007:17). The research is qualitative in nature and Interpretivistic approach was used. Interpretivistic is an epistemological position which is based on the subjective meaning of a social phenomenon. The research study comprised both primary and secondary data. For this study, five four stars hotels from Lahore were selected through purposive sampling method. A semi-structured questionnaire was administered to Heads of HR through courier service along with an introductory covering letter explaining the grounds behind the study. The questionnaire comprises four sections to explore the phenomena practically. The first section was related to the demographics of respondents. The second section was related to analyze the current and the existing training programs, plans and the processes adopted. The third section consists of suggestions for achieving organizational success through corporate trainings. The fourth section was to explore corporate trainings as Winning Strategy. Data was triangulated and semi-structured face-to-face interviews of fifty employees from different departments from the hotel industry were also conducted, follow the criteria proposed by Kval, (1996). Semi-structured interview method is a prominent method of data collection (Bryman A. & Emma Bell, 2007: 500).

### **4. Results**

#### ***4.1. Demographics of Respondents***

Trainings are form of communication and like an exchange-inducing message. Careful attitude of the human resource persons can affect the behavior of the employees. Table 1 shows the demographic characteristics of five respondents to whom questionnaire was distributed.

**TABLE: 01**

| <b>Demographics</b>     | <b>Category</b> | <b>No.</b> | <b>%Age</b> |
|-------------------------|-----------------|------------|-------------|
| Age                     | 40-50 Years     | 2          | 40%         |
|                         | 51-60 Years     | 3          | 60%         |
| Gender                  | Male            | 4          | 80%         |
|                         | Female          | 1          | 20%         |
| Education               | MBA             | 2          | 40%         |
|                         | M. Phil/PhD     | 3          | 60%         |
| Income Level (Rs.)      | 75000-100000    | 2          | 40%         |
|                         | 100000-125000   | 3          | 60%         |
| Years in the Profession | 07-10 Years     | 2          | 40%         |
|                         | 11-15 Years     | 3          | 60%         |

Table 01 shows that out of 05 participants, 2 (40%) is within the age group of 40-50 years, 3 (60%) belong to the age group of 51-60. The table shows that out of 05 participants 4 (80%) were male and 1(20%) was female. It shows that human resource management is still male dominated area. Organizations prefer to hire male HR Managers due to various perceived expectations.

Demographic analysis further shows that out of 5 participants 2(40%) have done MBA, 3(60%) participants have done M. Phil & PhD. Analysis shows that 2(40%) participants were drawing salary within range Rs. 75000-100000. The range of salary of 3(60%) participants was Rs. 100000-125000. Out of 5 participants 2(40%) have the professional experience within range from 7 to 10 years and 3(60%) participants have the expertise from 11 to 15 years. Table 02 shows the demographic characteristics of 50 employees from different departments from hotel industry.

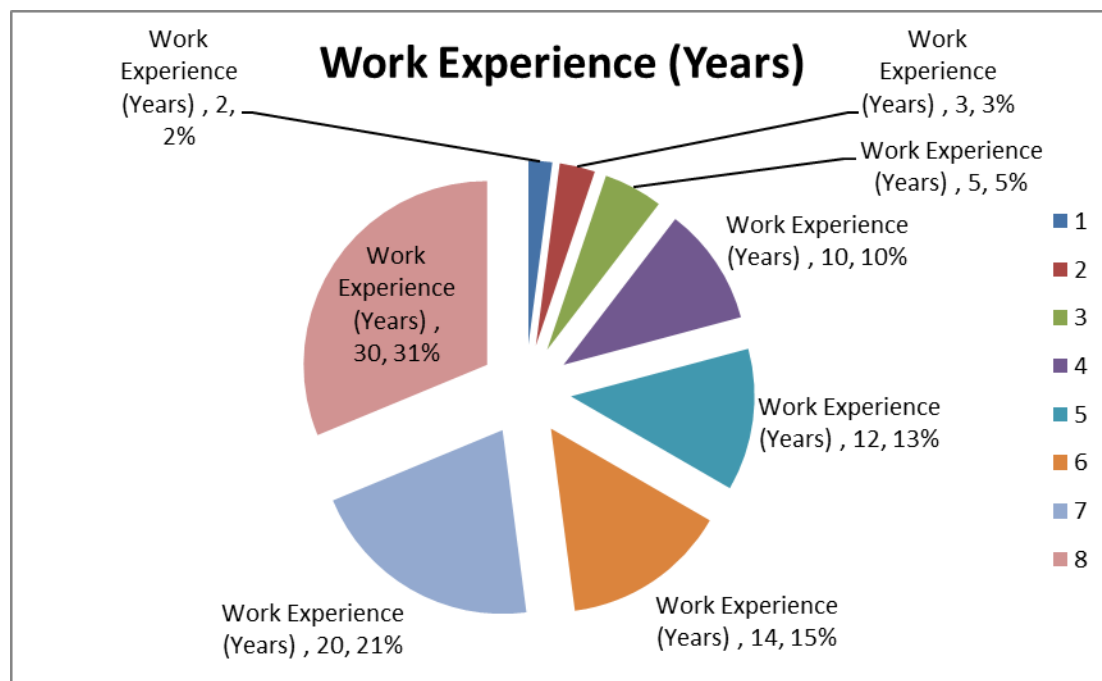
**TABLE: 02**

| Age Years | No. Employees | %Age | Income Level (Rs.) | Years in Profession | Department                 |
|-----------|---------------|------|--------------------|---------------------|----------------------------|
| 20-25     | 5             | 10%  | 15000-20000        | 2                   | Front Office, F&B          |
| 26-30     | 5             | 10%  | 21000-25000        | 3                   | Housekeeping, F&B          |
| 31-35     | 6             | 12%  | 26000-30000        | 5                   | Administration, Accounting |
| 36-40     | 4             | 08%  | 31000-35000        | 10                  | Engineering, HR            |
| 41-45     | 9             | 18%  | 36000-40000        | 12                  | HR, Maintenance            |
| 46-50     | 8             | 16%  | 40000-45000        | 14                  | Front Office, Engineering  |
| 51-55     | 5             | 10%  | 46000-50000        | 20                  | Banquet, Housekeeping      |
| 56-60     | 7             | 14%  | 50000- Above       | 30                  | F&B, Administration        |

The table 02 shows that out of 50 employees 5(10%) are within the age group of 20-25 years, 5(10%) are within age group of 26-30 years, 6(12%) belong to the age group 31-35 years, 4(08%) belong to the age group 36-40 years, 9(18%) belong to the age group 41-45 years, 8(16%) are with the age group of 46-50 years. 5(10%) are within the age group 51-55 years and 7(14%) belong to the age group 56-60 years.

**FIGUR**

**E: 01**



Analysis further shows that out of 50 employees 5(10%) were drawing salary within range Rs. 15000-20000, 5(10%) were drawing salary within range Rs. 21000-25000, 6(12%) were drawing salary within range Rs. 26000-30000 and 7(14%) were drawing salary Rs.50000 & above.

Results of work experience of the participants can be seen in Pie chart in figure 01. Semi-structured interviews were conducted of employees from departments like front office, housekeeping, administration, accounting, engineering, human resource, maintenance, and F&B.

#### ***4.2. Current and the existing training programs***

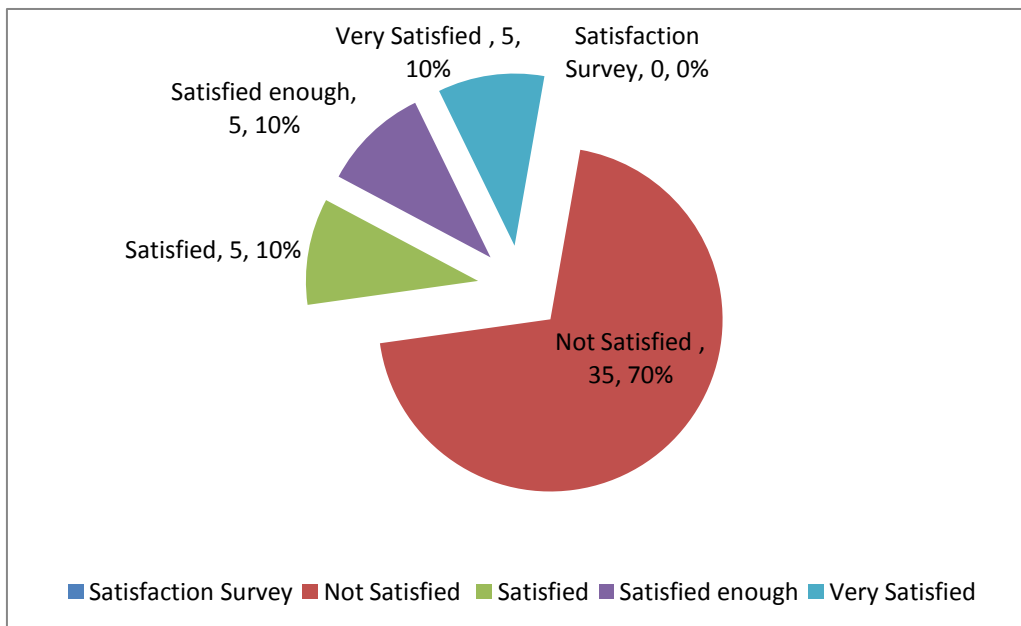
Competition in the international and local market is strong. Pakistan is an emerging market. Despite global economic and security challenges hotel industry is growing and expanding. Executives are facing changing market conditions and new trends. They are proactively evaluating new talent management and training programs. Sustainability is not yet properly embedded in business thinking. Satisfaction of customers with good quality service have significant role in hotel performance. Hotel performance is directly allied to the quality of the service (Afshan N., 2011). Delighted customers are linked with competitive employees. Trained and well-managed employees are the strategic assets. Current and existing training programs were employees induction Program, English language training, employee awareness campaigns and training in the area of fire and safety, first aid, management training and cross exposure training. A need exist to think about the current training policies and practices to enhance the job satisfaction, commitment and motivation. Training delivery is one of the important interventions to improve employees' performance. Important knowledge areas that include adult learning and instructional design theory, methods and principles should be integrated into delivering training instruction (Sherwani NS. et al., 2010). Effective training programs are necessary to enhance the skills of employees to perform their responsibilities. Multi-disciplinary training programs are required to enhance the cross-functional performance of employees. Hotel sector which is actually the services business needs comprehensive training programs to stay in the emerging market. Access to formal and systematic training programs is now difficult for hotel employees. Systematic and reward based training programs increases the production of employees at each level. One of the main problems which occur is the lack of training. Investment in human resource through structured trainings is more important.

The role of human resource department is instrumental in organizational structure especially in service sector. Employees' development is a major responsibility of the human resource personnel. Knowledgeable and skilled employees improve organizational effectiveness. Effective management of all components of a training cycle like training need assessment, development of an effective training program, training effectiveness evaluation and proper record of training



programs are equally important. Employees were unaware of proper training cycle to enhance the effectiveness. Skills, knowledge and abilities gained from a training program also depend upon techniques, methods, tools and the delivery process. Employees were not satisfied with the current training programs. Trainings are conducted without proper objectives. Results of satisfaction are shown in figure 02.

FIGURE:02



Training is an important function which is evaluated, designed and implemented carefully. Training is an appropriate way to increase the productivity of individuals and teams.

#### **4.3. Organizational success through corporate training**

Organizational success can be achieved through effective training programs. Trainings increase competencies, confidence, skills, and knowledge, abilities, and polishes new management skills. Trainings modify the behavior of employees in a systematic way. Coaching, training & development, empowerment, participation and delegation influence the performance of employees (Qaisar A. & Sara Y., 2009). Organizations are interested to enhance the leadership skills of corporate managers to meet the global challenges. They have further concluded that training and development has strongest impact on leadership development. Training policy should be aligned with the corporate objectives to achieve organizational success through high performance of employees. According to Fakhar Ul Afaq et al. (2011), trainings enhance the performance dimensions of employees like work safety, job preparedness, hotel hygiene, and

physical maintenance of rooms, interactions with customers and guests, and preparedness for serving customers. Participants were agreed that training programs play major role in organizational success.

Participants shared their experiences that the current trainings do not meet the organizational objectives. Trainings are not conducted in a systematic way. It was explored that the corporate trainers do not complete the training cycle. Training need assessment (TNA), development of a comprehensive training plan, evaluation of training effectiveness and maintaining the record are important components of any training process. An effective training plan cannot be developed without proper training need assessment and analysis. Training need assessment is conducted on individual, team and organizational level. Evaluation of training programs deals with the impacts on individual and organizational performance. If the performance of an individual increases it also affects organizational performance. Evaluation of training programs also improves learning interventions. Trainings promote learning culture at workplace. So this has been concluded that the positive impacts of trainings on individual and organizational performance increases if the training process is managed effectively and efficiently and it also result in positive organizational culture. We need to pay attention on factors like need assessment, training design and delivery, training evaluation and transfer of training programs. Training programs must be linked with other human resource management functions (Herman A. & Kurt K., 2009). Training of employees brings improvement in service quality and hotel performance (Afshan Naseem et al. 2011).

FIGURE: 03

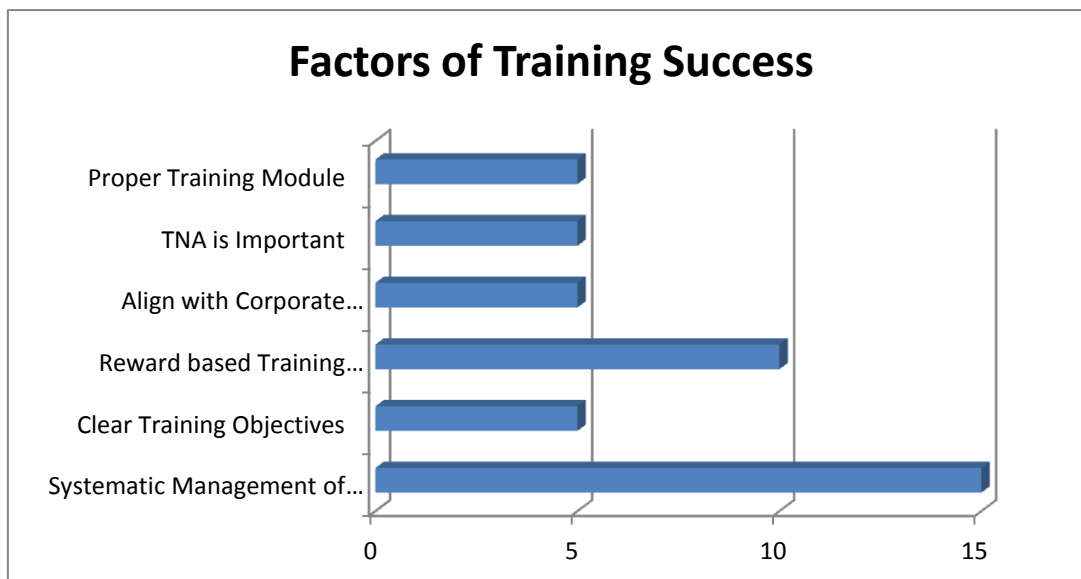


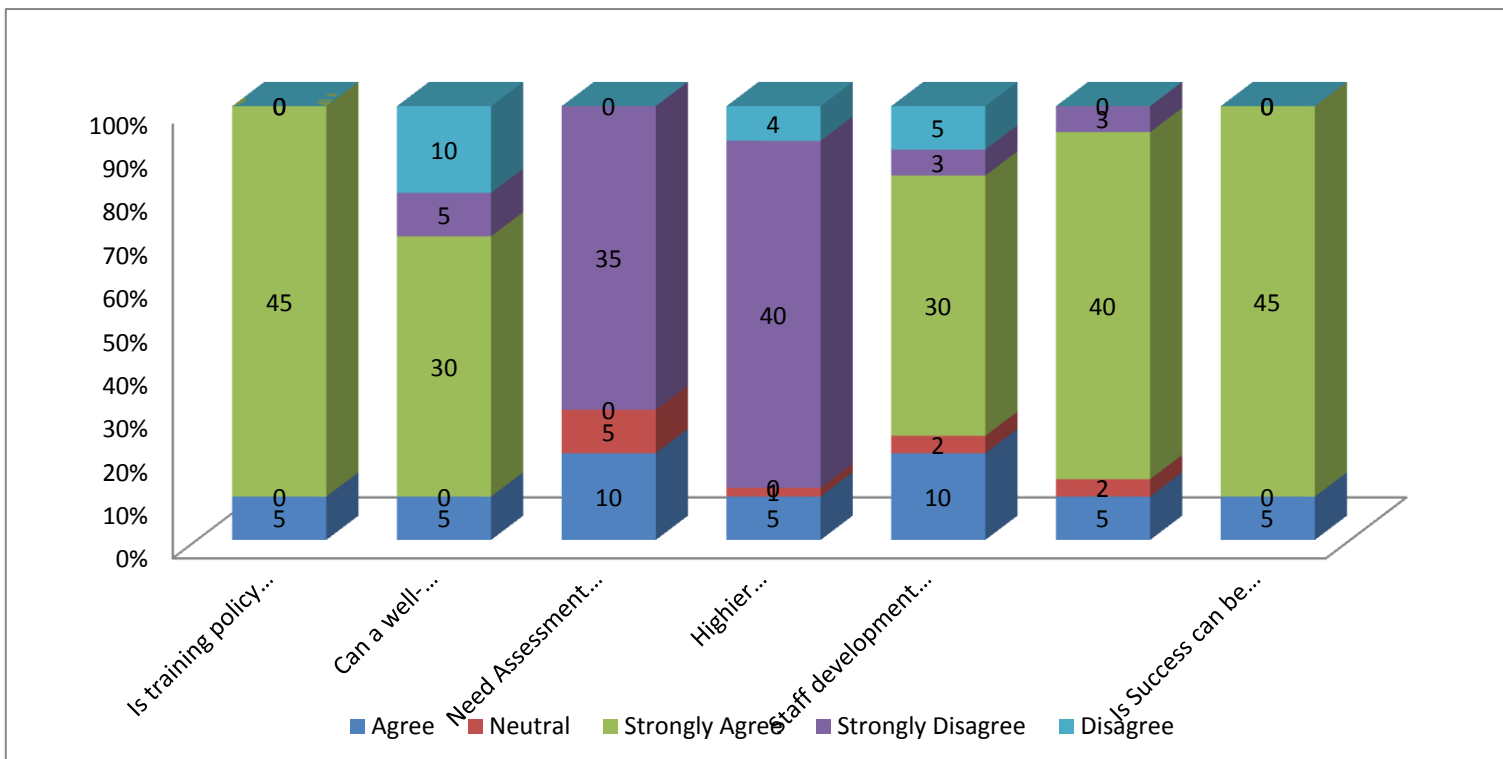
Figure 03 shows the results and factors responsible for effective training program. Trainings and its systematic management help to orient the employees of hotel industry with new hotel management techniques and methods. It also helps organization to achieve objectives by adding values to its employees (Fakhar Ul Afaq et al. 2011). Training and development, its design and delivery methods have significant effect on organizational performance (Raja AGK. et al., 2011). Walker (2005) has concluded that satisfaction of employees leads toward employees' loyalty. Delighted and loyal employees increase productivity, sales and revenue.

Organizations compete in the international economy on the basis of skills, strategic knowledge and motivation of employees. Transformational leaders and trainers' exercises charismatic behavior and it greatly influence the employees. Good training practices enhance the image and goodwill of organizations. Organizations should encourage training and development practices and programs as organizational policy (Cho E. & McLean GN. 2004)

#### 4.4. Corporate trainings as Winning Strategy

Comprehensive employees' training and development policy ensure individual and organizational performance. Figure 04 & Table 03 shows the results of participants' views regarding the training programs.

FIGURE 04



### Respondents' views regarding training

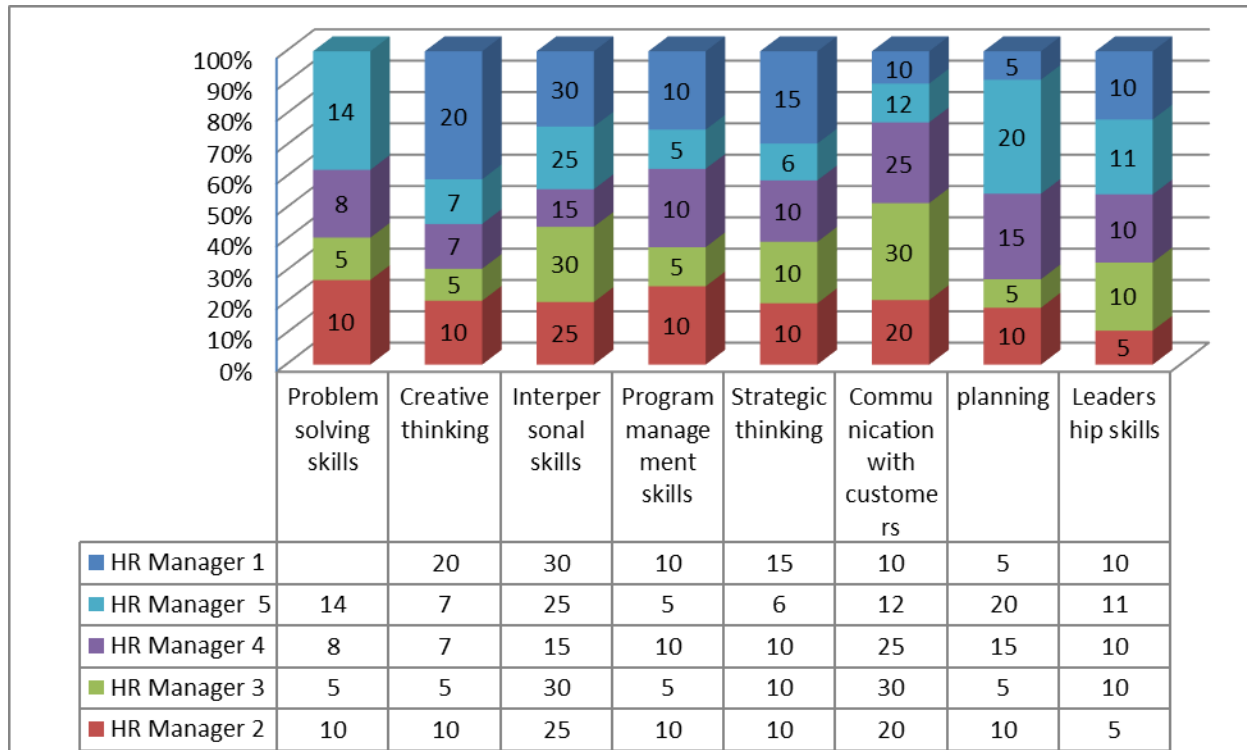
**TABLE 03**

| S.no. | Practices  | Agree | Neutral | Strongly Agree | Strongly Disagree | Disagree |
|-------|--|-------|---------|----------------|-------------------|----------|
| 1     | Is training policy important document?                                     | 5     | 0       | 45(90%)        | 0                 | 0        |
| 2     | Can a well-managed training process ensure results?                        | 5     | 0       | 30(60%)        | 5                 | 10       |
| 3     | Need Assessment is conducted on individual, teams and organizational level | 10    | 5       | 0              | 35(70%)           | 0        |
| 4     | Higher Management is committed   | 5     | 1       | 0              | 40(80%)           | 4        |
| 5     | Staff development program exists   | 10    | 2       | 30(60%)        | 3                 | 5        |
| 6     | Are training initiatives enhancing performance?                            | 5     | 2       | 40(80%)        | 3                 | 0        |
| 7     | Is success can be achieved through trainings?                              | 5     | 0       | 45(90%)        | 0                 | 0        |

Results shows that out of 50 participants 45(90%) are agreed that training policy is an important document. Customers satisfaction cannot be achieved without a training policy and 30(60%) participants understand that documented and well-managed training process ensure long term organizational results. Out of 50 participants 35(70%) are strongly agreed to conduct proper training need assessment on individual, teams and organizational level. Analysis further shows that out of 50 participants 40(80%) participants urged that higher management commitment play an important role in the implementation of a training program. 30(60%) participants declared that hotel industry must implement staff development programs to enhance the decision making process. 40(80%) participants are agreed that training initiatives enhance employees performance at each level and out of 50 participants 45 (90%) respondents urge that corporate success cannot be achieved without a comprehensive employees development and training program.

Trainings enhance employees' competencies to perform a specific job and role. Competencies are a combination of knowledge, skills, abilities, behaviors and attitudes used to improve performance. The views of five HR managers are shown in figure 05. Human resource persons have shared their experiences that rapid changes in expectations and demands of customers, globalization and competition have a greater impact on operation of organizations. Companies are strategically convinced to offer and provide innovative products and service in this global economy.

FIGURE 05



Human resource managers replied that training programs are instrumental in enhancing problem solving skills, creative thinking, interpersonal skills, program management skills, strategic thinking, communication with customers and leadership skills. All these skills are pre-requisite for employees working in hotel industry. Interpersonal and communication skills are strategic for a winning team.

### 5. Conclusion

The research study was conducted to explore and find out how corporate mission and strategic goals can be achieved through corporate trainings in the hotel industry of Pakistan. How can we make the corporate training cycle more efficient to improve employees’ performance and what approaches are adopted to implement effective training programs in hotel industry in Pakistan? According to Abida Elahi (2005), the role of hotel industry in service sector is important. Expectations of customers are constantly changing. Well-trained employees can enhance the corporate identity of the industry. Service quality can be enhanced through trainings. Performance of a hotel is directly related with the service quality. Well-informed and well-trained employees can better understand customers’ demand. Shi & Su. (2007) also concluded

that customers' satisfaction depends upon the quality of service. According to Ameer-ul-Ameer & Furqan Hanif (2013), trainings are important to make organizations profitable. Training and development programs enhance the know-how of employees into a strategic asset. Effective management of a training cycle leads to job satisfaction, motivation and commitment. Trainings promote employability at workplace. Benefits of training and development can be maximized by effective training need assessment process, training design, training evaluation and training delivery. A winning team of employees can be created through a systematic approach to training and development. Training plans should be designed to enhance the professional competencies of corporate managers and other employees to promote a responsible, safe and an effective working environment. Employees need current knowledge and skills to perform their jobs. Technological changes and new innovative ways of doing business are the main issues. The hotel industry should develop training plans to achieve organizational goals, such as increased productivity, competitiveness and customer satisfaction. Fakhar Ul Afaq al (2011) has concluded that training polishes skills and competencies of employees.

Findings of this study also show that an excellent corporate culture can be built through effective employees' training and development programs. Corporate culture guides the behaviors of employees. Creation and development of a winning team is impossible without an effective training and development plans. Training and development increases the performance of employees. Raja AGK et al., (2011) have also concluded that training and development initiatives have positive impact on organizational performance. Effective management of all the components of training process has greatly effect on employees and organizational performance. Training is an essential part of human resource management in hotel industry. The industry must have a well-established training and development system. New development tools encourage employees and enhance their interest in new initiatives. New diagnostic strategies like application of appreciative inquiry generate motivation and interest across the organization (Sally Watson, 2013).

Findings show that training and development help to implement strategic organizational change. Future skills and competencies are analyzed and capabilities of employees are development to avoid role ambiguity. Trude HO. & Inger S., (2013) has also concluded that skills development of management and employees are essential during change to control the uncertain environment. Training and development programs should be aligned with corporate business strategies. Anna Mazonod (2013) has concluded that employers should themselves

provide the direction for training and development programs. Good and effective training and development programs establish employer and employees relationship.

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