

A Brief Overview of Measuring the Effects of Managers' Training, Communication and Motivation and their Impact on Managerial Performance in Health and Hotel Tourism in Kosovo. Case study: Managere's of Centrer of Thermal Tourism and Five Stars Hotel in Kosovo

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Abstract: The effects of training, human resource communication, and motivation of managers are shown to be statistically significant factors affecting managerial performance in health and hotel tourism in Kosovo. The findings, which have been gathered by tourism and hotel sector managers, show that training, communication and motivation have a positive impact on the performance of managers, (p value = .000) which gives us the understanding that we need to continuously support trainings with managers, have a professional approach with human resources and be motivated. Also, organized trainings and proper communication with human resources, have a positive impact on enhancing the performance of managers in thermal and hotel centers in Kosovo (p value=.000). We say that the Hotest and Health Tourism sector are two sectors that are positively impacting on economic and social development in Kosovo and this provides opportunities for employment and professionalism in these sectors.

Keywords: Effects of training and communication; motivation; managerial performance

JEL Classification: Z32

1. Introduction

The purpose of the research is to compare the impact of training in the health tourism and hotel sector in Kosovo. Tourism and catering today face a number of challenges that make the tourism market particularly sensitive, complex, dynamic and highly competitive. Among them, globalization and internationalization of

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economic processes have a significant impact. This process of globalization contributes to economic, political and cultural development, as well as directly impacting the growth of tourist travel to new, unknown and distant destinations outside the borders of their countries. Although management as a discipline is more than 80 years old, there is no common agreement between its experts and practitioners on its precision definition. In fact, this is the case in all social sciences such as psychology, sociology, anthropology, economics, political science, etc. Changes in management styles and practices have led to changes in management thinking. Research conducted so far shows that in addition to Kosovo's advantages as a tourist destination of many natural and cultural values, with a positive attitude of the population towards tourism, gastronomic services with numerous traditional food offerings, opening of private colleges and universities in the field of tourism, tourism and catering, involvement in projects of international organizations to increase the capacity and quality of staff in the field of catering and tourism, there are also a number of disadvantages or disadvantages. The main disadvantages are: lack of awareness of the population about tourism and catering as a source of well-being and career development, lack of a national tourism development program, poor quality of hotel and tourism services, lack of specialized staff and trained as well as lack of competence of management staff in the field of tourism and catering. In the context of these conditions, tourism in Kosovo can and should be developed on the basis of a strategy. A key role in defining and implementing strategies for developing a quality hotel offer is the hotel management staff in the respective municipality (Tahiri & Kovaçi, 2017).

2. Literature Review

Training is the learning process that is an indispensable part of human resource development.

According to (Abbas & Yaqoob, 2009) training as an essential element of an employee for company development because some employees lack skills and knowledge abilities and have failed to complete the task on a timely basis. In addition, Training is a learning activity geared towards acquiring specific knowledge and skills for the purpose of a profession or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of specific machinery or equipment, or the need for an effective sales force to name but a few (Cole, 2002).

According to (Saleem, Shahid & Naseem, 2011) training is a build-up of the knowledge skills and sensibilities needed for staff members to execute efficiently on the process provided, as well as, to operate in situations of influence. Moreover, training also enhances the skills of employees in a very effective way by

motivating them and transforming them into a well-organized and well-managed way that ultimately impacts the work of the organization.

According to (Laing, 2009) training is defined as an indicator to enhance the skills, knowledge, skills and superior perspective of employees resulting in effective employee performance. Moreover, it adds one more thing, ie, training extends the output of the organization. Consistent with this is the belief that training is important to improve employee productivity, which ultimately affects the performance and effectiveness of the organization (Singh & Mohanty, 2012). According to (Nunvi, 2006) training programs are geared towards maintaining and improving current job performance, while development seeks to improve skills for future jobs. According to (Armstrong, 2009) emphasized that training should be developed and practiced within the organization by assessing the learning of theories and approaches if training is to be well understood. Training is a type of planned, systematic activity and brings high scores of skills, knowledge and competencies needed to perform the job effectively (Gordon, 1992).

On the other hand, development is a broad set of multiple, continuous activities (training activities among them) that aim to bring someone or an organization to a different performance threshold, often to perform a new job or role in the future (Cole, 2002; Singh & Mohanty, 2012) explained in their research that training is an important tool in order to improve workforce performance and will ultimately increase the value of an organization but the organization must be the balance between training value and training disbursement. According to (Chris, 2011) employee training is essential for the organization to develop employee performance and the organization must evaluate the training program according to objectives and missions.

In the same way, the development of skills for skills related to a given job, while development has its reach extended to the growth and personal development of employees. (Obisi, 2011). According to (Cambell, 1971) has given his views as training improves the skill level of technical personnel over a short period of time for a specific objective while development allows managers to learn and grow over a long term learning period with a broad objective.

According to (Armstrong, 2009) has differentiated training from development by putting its concept into words that development aims to acquire new knowledge and skills that help advance some future job requirements while training helps to acquire those competencies that enable employees to perform better at their current jobs. Further researchers added that technological developments, atomization, mechanization, environmental change and organizational change have gradually led some employers to realize that success relies on the skills and abilities of their employees, and this implies considerable and continuous investment in training, and development (Obisi, 2011).

Definition by (Harrison, 1993) which defines strategic human resource management as: *a comprehensive and coherent long-term planning and shorter management, control and monitoring of an organization's human resources in order to gain from them the maximum value added and their best position to achieve the corporate goals and mission of the organization. organization.*

This definition concerns the decision making and the process involved in putting decisions into action. The main focus here is human resource planning, deploying management systems so that staffing functions maximize the use of people as required by the organization. In other words, strategic HRM only exists if the future of the organization is decided and HR strategies are developed and used to realize the future through the present. A short-term management control and monitoring aspect is needed to accomplish the mission and goals (Kamoche, Dedrah, Hortwitz & Muuka, 2004) consider strategic human resource management as linking human resources to strategic goals and objectives, with the aim of improving business performance and developing organizational culture that fosters innovation and flexibility.

This definition stems from both resource dependency and strategic management theories within the environment where the success of the organization is based on the ability to develop the most powerful business strategy, coupled with having the right people to pursue it. However, it is important to note here that the word "business" also includes transactions for profit. According to Cheng and Brown, (1998) found that the factors influencing the motivation of hotel employees were, salaries and job security, training program and growth opportunities.

According to (Cambell, 1971) found that hotel employees were motivated by social opportunities, immaterial incentives, and their responsibility and appreciation. They found that hotel staff were motivated by social opportunities, immaterial incentives, and their responsibility and appreciation (Kahya, 2009). It conducted research to identify the factors that influenced the motivation of hotel employees. Performance is a large multidimensional construct that aims to achieve results and has a strong link to the strategic goals of an organization (Abbas & Yaqoob, 2009).

Employee performance is workplace related activities and how well those activities were executed by employees. In fact, not every employee behavior implies the concept of performance. Employee needs behavior is about the purpose of the organization such as increasing the organization's sales and profit. (Motowildo, 2003).

For any organization, the most important element is employee performance because the success or failure of an organization depends on the performance of an employee. Many business personnel directors evaluate the performance of each staff member on an annual or quarterly basis to help them identify suggested areas for improvement. The firm that takes advantage of other competitors through their

talents can take the lead in the market. The performance of employees in various jobs in close coordination is necessary for the success of the unit. Understanding employee performance is exactly the same as job performance. According to Kahya's articles there identified two dimensions of employee behavior in job performance, task performance, and contextual performance (Kahya, 2009). Task performance is employee behavior that is directly involved in the production of goods or service activities providing indirect support for the core technical processes of the organization. Task performance means when employees use their specific skills and knowledge to support the organization's key technical processes.

There are two types of task performance. Activities that convert raw materials into goods and services that are the products of the organization, such as operating a manufacturing machine in a manufacturing plant and selling goods in a retail store are one of the tasks to perform. The other type of task performance is the activities that serve and maintain the technical essence by replenishing its raw material supply or delivering its finished product. (Kahya, 2009).

On the other hand, according to Werner, contextual performance is also referred to as citizenship performance, and it is defined that employee effort is not directly related to the core function of the task, but is nevertheless important. (Werner, 2000).

3. Research Methodology

The research belongs to the quantitative type and we analyze the differences and effects between the Health Tourism Industry and the Hotel Hotels in Kosovo. A total of 21 managers from the Hotel Industry and 12 from the Kosovo Thermal Tourist Centers are involved.

3.1. Research Instruments

The data were collected from a questionnaire that was distributed to all participants in their centers, whereas the questionnaire contained the first part demographic, then the second part included groups of questions that measure training level, performance evaluation, communication with human resources and employee motivation.

3.2. Sample

The sample across the centers was random, with 5 managers from the hotels and 3 managers from the thermal centers in Kosovo. Age, gender, and level of education were according to the random sample.

3.3. The Research Specifications

The research is analyzed through demographic analysis, where data is presented between the two groups of managers, then is the reliability test (Alpha Cronbach's) and the normality test. Regression analysis, Mann Whitney U -test, and Pearson correlation were then performed.

4. Emirical Findings

From the results below we can see that 21 managers participated in the survey, out of which 16 were male or 76.2% and 5 were female or 23.8%, while 18-25 year olds were 5 managers or 23.8%, 11 were 36 -46 years old with a bachelor's degree were 10 managers or 47.6% and 11 with a master's or doctorate or 52.4%. Of the thermal centers, there were 12 managers, with 9 being male or 75% and 3 female or 25%, with 2 being 18-25 years of age, 3 of 26-35 years of age, 5 of 36-45 years of age and 2 over 45 year olds with bachelor's degree were 10 managers or 83.3% and 2 with higher qualification (master's or doctorate) or 16.7%.

Table 1. Demographis Analysis

Gender	Hotels		Helath tourism	
	N	%	N	%
Male	16	76.2	9	75.0
Female	5	23.8	3	25.0
Age	N	%	N	%
18-25	5	23.8	2	16.7
26-35	11	52.4	3	25.0
36-45	5	23.8	5	41.7
Mbi 45	-	-	2	16.7
Level of education	N	%	N	%
Lower School	-	-	-	-
High School	-	-	-	-
Bachelor	10	47.6	10	83.3
Master or PhD)	11	52.4	2	16.7

Source: Author

4.1. Reliability Analysis

ALPHA CRONBACH'S

From the results below we see that the average level of reliability is 0.919 a very high level of reliability, where in training we have the alpha level of .950, performance evaluation = .941, communication = .814 and motivation = .973.

Table 2. Reliability test - Alpha Cronbach's

Group	Alpha Cronbach's
Trainings	0.950
Performance	0.941
Communications	0.814
Motivations	0.973
Mean	0.919

Source: Author

4.2. Normality of Test

The normality test directs us to test our hypotheses through non-parametric tests, i.e. we have the pvalue = .000 level, which is tested through Kolmogorov smirnov and Shapiro Wilk.

Table 3. Normality Test

Group	Mangers	
	Kolmogoroc-Smirnov	Shapiro-Wilk
Trainings	0.000	0.000
Performance	0.000	0.000
Communications	0.000	0.000
Motivations	0.000	0.000

Source: Author

4.3. Results of Hypothesis

Table 4. First Hypothesi – Regression

H01. Through training, communication with human resources and motivation in health tourism (thermal centers) and hotel tourism (5 star hotels), they have a positive impact on the performance of managers in this sector.

H01.1 Trainings in health tourism and hotel sector have a positive impact on the performance of managers

H01.2 Communication with human resources in the health and hotel tourism sector has a positive impact on the performance of managers.

H01.3 Motivation as a factor in the health tourism and hotel sector positively affects managers' performance.

To validate the main research hypothesis and sub-hypotheses, I used multiple linear regression. From the results below we see that we have training ($\beta = -2.728$, $p = .014$), communications are ($\beta = -0.253$, $p = .205$) and motivations are ($\beta = 3.884$, $p = .001$), with correlation ($\rho = .939$, $p \text{ value} = .000$) which is significant at 1% confidence level. So, we accept the hypothesis that Through training, human resources communication and motivation in health tourism (thermal centers) and hotel tourism (5 star hotels), it positively affects the performance of managers in this sector.

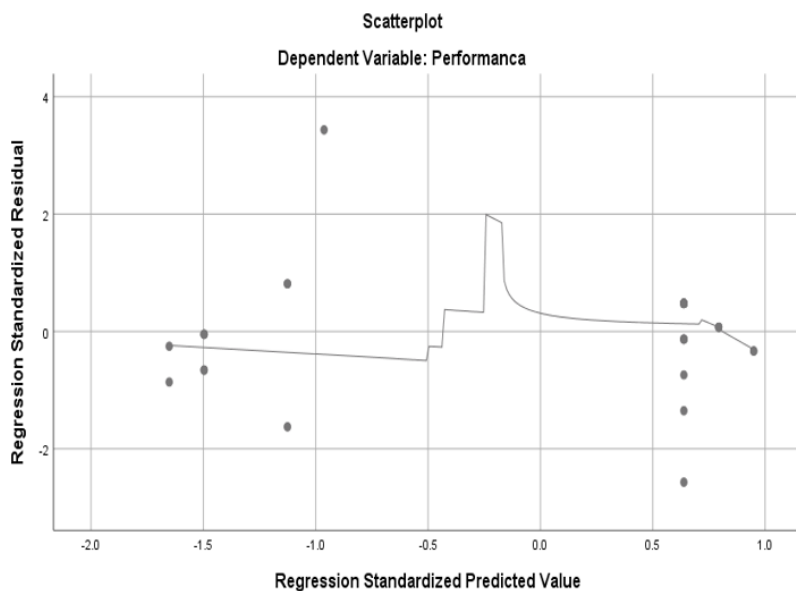


Figure 1. Regression Analysis.

Source: Author

H02. There are no significant differences between the health and hotel tourism sectors in terms of training, communication, motivation and performance of managers.

To validate the above hypothesis I used the Man Whitney U-test which is used to

Independent variable	<i>Modeli 1</i>			
	B	S.H.	β	Sig.
Training	-2.187	0.832	-2.728	0.014
Communications	-0.238	0.183	-0.253	0.205
Motivations	3.240	0.890	3.884	0.001
R				0.939
R ²				0.882
ΔR^2				0.870
F				72.555
ANOVA (Sig.)				0.000
Dependent variable: Performance				

analyze hypotheses with non-parametric data.

Table 5. Second Hypothesis - Mannwhitny U –Test

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
Trajnimet	33	4.00	5.00	4.7212	0.40602
Performanca	33	4.14	5.00	4.7489	0.32543
Përzgjedhja	33	4.25	5.00	4.7652	0.34764
Komunikimi	33	4.20	5.00	4.7091	0.34674
Motivimi	33	4.10	5.00	4.7303	0.39010
Valid N (listwise)	33				

Source: Author

From the results below we see that we have training (Mann Whitney-U = 119.000, WW = 197.000, testi Z=-0.314, p value = .753 > 0.5%), performance (Mann Whitney-U = 118.000, WW = 196.000, testi Z=-0.315, p value = .753 > 0.5%),communications (Mann Whitney-U = 106.500, WW = 337.500, testi Z=-0.872, p value = .428 > 0.5%) and motivations (Mann Whitney-U = 119.000, WW = 197.000, testi Z=-0.314, p value = .753 > 0.5%), from these results we can conclude that there are no significant differences between the health and hotel tourism sector in terms of training, communication, motivation and performance of managers..

Table 6. Mann Whhitney U-Test Analysis

Independent variable	MAN WHITNEY U - TEST			
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Training	119.000	197.000	-0.314	0.753
Perfoomance	118.000	196.000	-0.315	0.753
Communication	106.500	337.500	-0.792	0.428
Motivation	119.000	197.000	-0.314	0.753

Dependent varibale: Hotels and Health tourism

Source: Author

H03. Organized trainings and proper communication with human resources have a positive impact on enhancing the performance of managers in thermal and hotel centers in Kosovo.

To analyze the above hypothesis, I used the Partial Corelation test which enables us to see the interrelation of two independent factors and the impact or effect they may have on a dependent factor, namely training and communication with human resources and the impact of the latter on the performance of workers.

Table 7. Third Hypothesis – Correlation

<i>Correlations</i>			
Control Variables		1	2
Trainings	Correlation	1.000	0.775
	Significance (2-tailed)	.	0.000
	df	0	30
Communications	Correlation	0.775	1.000
	Significance (2-tailed)	0.000	.
	df	30	0

Source: Author

From the above results we see that we have a high positive correlation ($\rho=0.775$, p value = .000) which implies that our data have statistically significant correlations at 1% confidence level. Therefore, we accept the hypothesis that organized training and proper communication with human resources, positively affect the performance of managers in thermal and hotel centers in Kosovo.

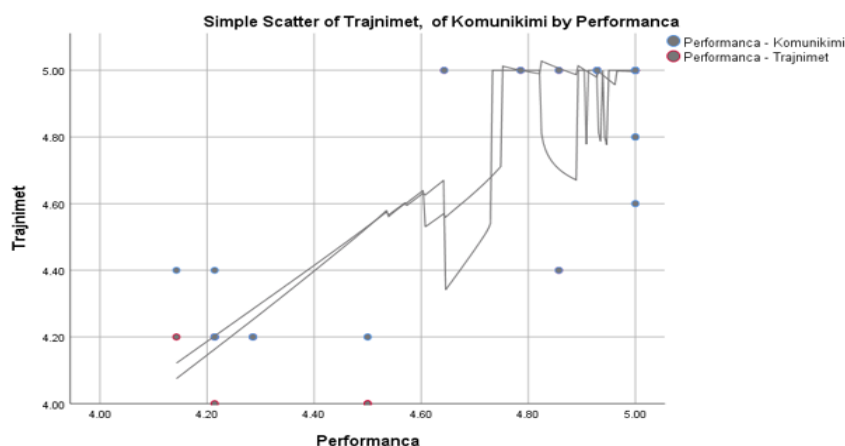


Figure 2. Correlations-Third Hypothesis

5. Conclusions and Recommendations

The research presents a comparative analysis between the Hotel and Tourism sector in Kosovo. The first demographic shows that there are 21 managers in the Hotel sector and 12 in the Thermal Centers sector. Their age, gender, and education level were randomized. From the results we see that there is diversity among the employees in the role of management regarding gender.

The first hypothesis enables us to establish that through training, human resource communication and motivation in health tourism (thermal centers) and hotel tourism (5 star hotels), it positively influences the performance of managers in this sector (p value=.000), whereas in the second hypothesis we confirm that there are no significant differences between the health and hotel tourism sector in terms of training, communication, motivation and performance of managers. (Trainings /p value = .753, Performance /p value = .753, Communications/p value=.428 dhe Motivations/p value=.753).

On the third hypothesis, it is confirmed that organized trainings and proper communication with human resources, positively affect the performance of managers in thermal and hotel centers in Kosovo. (rho=.775**, p value =.000).

From this we conclude that factors such as training, human resource communication and motivation, have a statistically significant impact on the development of health tourism and hospitality in Kosovo and also influence the performance of managers..

We recommend that more work is needed in the future towards training, in order to provide a world class service, given the fact that health tourism and hospitality are two strong sectors of economic and social development in Kosovo.

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