

## Impact of Training and Development Program to Employees Performance and Productivity

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**Abstract** –*This study aimed to assess the impact of training and development program of quick service restaurant. It made use of descriptive method and adapted a questionnaire that was distributed among 195 employees of quick service restaurant Jollibee and McDonalds in Batangas City. The data was statistically treated using percentage and frequency, weighted mean and analysis of variance. Majority of the respondents are 18-29 years old, male, single, working in Jollibee for 1-3 years. The respondents assessed that the quick service restaurant are providing training and development program to a great extent. The respondents assessed that they are able to perform their job roles to a great extent after they underwent training and development program. They were able to demonstrate productivity to a great extent as part of the quick service restaurant. No significant difference observed and implies that the responses do not vary across the respondents' profile. A plan of action was proposed to enhance the training and development of quick service restaurant.*

**Keywords:** *Training and Development, Performance, Productivity*

### INTRODUCTION

Any organization would need employees who can impose and demonstrate competencies in terms of knowledge, skills and attitude. These employees must be equipped with these skills with the hospitality industry to be able to attain customer service satisfaction. Any company would need to give attention to the health and wellness of their personnel because it is a factor that could affect the delivery of good services. When the employees are unhealthy or experiencing burnout, they will not be able to function well. They need to have vacation and leave of absence without altering the status of their employment to allow them to do things outside their work environment [1].

Training and development are implemented by the human resource management department. Such innovation with personnel and employees were done by the human resource to increase the service quality like reliability and responsiveness of the employees. Management of personnel which is done by the human resource department can increase the viability of how their employees may provide services. The excellent performance of the employees, work engagement and motivation can be enhanced by the department so that the reputation of the restaurant is maintained due to the excellent services provided by the employees

Managers tend to be working like a human resource because they need to re-assess and reevaluate the performance and productivity of their employees to determine how to restructure the organization. But the skill and level of empowerment varies depending on the kind of business and industry they belong to. The service industry is dependent on the level of empowerment given to the employee and managers and chooses personnel who are highly skilled to encourage the patronage among the customers. The management of service is about the skills of the front-line managers and employees and how they deliver training to the personnel [2].

Training method and development method are two of the important aspects on how to improve the career growth and professionalism among the staff and crew of quick service restaurant. This was chosen because at some point, the employees neglect the importance of participating in different training and development given by the management.

In quick service restaurant, there are limited trainings given to employees because it can affect the operation of the business. The company need to provide fast foods for the customers who have no time to cook at home or need to attend work or school at early time. Also, when they have limited time to have their lunch, they would seek the presence of quick

service restaurant to supply their food needs. However, to make the staff at an advantage position, they need to undergo different trainings so that they will understand the deeper sense of service quality.

The study would like to assess the impact of training and development among quick service restaurants in Batangas City to be able to distinguish if it affects the overall performance and engagement of the employees towards the goal and objective of the company. Eventually, the study will help the management of quick service restaurant to determine and reevaluate their current training and development program. In addition to this, the locale settings of the study which are the two most leading fast food chains in the country would help them determine the weakness of the training for their crew. Furthermore, the human resource department will be able to use the result of the study as basis for further development of the training that they could provide for their employees. The staff of the quick service restaurant will be able to determine the importance of training to their career growth and development. This study can help the International Hospitality Management Department to be informed with necessary information about how training and development could help the hospitality industry in providing quality of service towards the customers and clients. They could include such factor in the curriculum of hospitality students so that they will be ready before they are deployed in the actual environment of the industry. Addition to this, the study will be useful to the faculty who are teaching students so that they will be able to identify which area of service the students are weak and strong. The hospitality students will learn the importance of participating to training programs when they became professional individual and the researchers will be able to use their knowledge in analyzing the different factor that could affect the competency when they already entered the global workforce.

#### **OBJECTIVES OF THE STUDY**

This study aimed to assess the impact of training and development program of quick service restaurant. Specifically, to determine the impact of training method and development methods; to assess employees' performance; to determine employees' productivity; differentiate on the responses on training and development method when grouped according to profile variables; and propose plan of action based on the results of the study.

## **METHODS**

### **Research Design**

The study made used of descriptive method to assess the impact of training and development among quick service restaurant employees in Batangas City. Descriptive method is an appropriate tool to use by scientist and scholars who wanted to identify the common process of a population and its practices [3].

### **Participants of the Study**

The participants of the study were 195 employees of all branches of the two leading fast food chains in the country with branches in Batangas City. The number of respondents was acquired using an effect size of 0.30 and a power probability of 0.95 using G\*Power 3.1.9. The researchers personally visit the eight (8) branches of the 1<sup>st</sup> fast food chain and four (4) on the second and asked them of the current number of staffs. Then, it was submitted to the statistician to determine the number of respondents.

### **Instrument**

The instrument of the study was adapted from the study of Salah (2016). The questionnaire is composed of four (4) parts: Part I identified the profile of the respondents in terms of age, sex, civil status, company, and length of service. Part II assessed the impact of training and development method. Part III assesses the performance. Part IV assessed the productivity.

To interpret the results, the following Likert scale was used:

<b>Option</b>	<b>Range</b>	<b>Verbal Interpretation</b>
4	3.50-4.00	To a Very Great Extent
3	2.50-3.49	To a Great Extent
2	1.50-2.49	To a Moderate Extent
1	1.00-1.49	No Extent At All

### **Procedure**

The researchers sought permission from the owners of two fast food chains to conduct the study through distribution of questionnaire among the staff and managers. They provided sufficient time for the respondents to answer the questionnaire and answer their questions when there are things they don't

understand. The questionnaire was retrieved and statistically treated to interpret and analyzed the results.

**Data analysis**

The study used different statistical tools to analyze the gathered data and interpret it to address the problem stated in the study. Percentage and frequency distribution were used to identify the profile of the respondents in terms of age, sex, civil status, company, and length of service. Weighted mean was used to assess the impact of training and development assessed the impact of training and development method, performance and productivity. Analysis of Variance (ANOVA) was used to test the difference on the responses on training and development method when grouped according to profile variables.

**Ethical Consideration**

In accordance with the Code of Ethics, the researchers ensured that all the data to be collected from the respondents were free consent - fully volunteered from the respondents. Thus, the researchers ensured that there is a high reverence and values the integrity of their respondents in the treatment order to receive an effective response from them. Hence, respecting the ideas and opinions of the respondents and recording their advice on the research topic can ensure a fruitful study.

**RESULTS AND DISCUSSION**

**Table 1. Percentage Distribution of the Respondent’s Profile**

Profile Variables	Frequency	Percentage (%)
<b>Age</b>		
below 18 years old	27	13.80
18 – 29 years old	145	74.40
30 – 39 years old	20	10.30
40 – 49 years old	3	1.50

Table 1 presents the profile of the respondents in terms of age, sex, civil status, company and length of service. In terms of age, majority of the respondents are 18 – 29 years old which got the highest frequency of 145 or 74.40 percent, followed by below 18 years old with 27 or 13.80 percent and 30 – 39 years old with 20 or 10.30 percent and the least is 40 – 49 years old with 3 or 1.50 percent.

The respondents are usually young adult people who are matured enough to work in a quick service

restaurant and are physically capable of providing services to the customers. Since quick service restaurant tend to provide fast services, their staff should be able to cope with the demand of nature of service they are portraying to the market.

Organizations need manpower who can deal with fast work in a timely manner and with quality. The human resource intends to assess the requirements of the applicants and include medical or physical assessment to know if the applicants are fit to work. The usual age bracket that passed these requirements are those young people but matured to handle services and customers issues [4].

With regard to their sex, the table revealed that most of the respondents are male with 108 or 55.40 percent while female obtained the frequency of 87 or 44.60 percent.

It implies that those working in quick service restaurant are usually male since they can do other works aside from food and beverage, kitchen and customer services. In addition, males are very energetic and can deal with fast services needed to provide by quick service restaurant.

There is a study Craig [5] stated that organizations prefer to hire males which has been an issue as gender sensitivity concerns in any businesses. Males are supposed to work for their family and had the capabilities of suppressing hardship and can deal with extra work assigned to them. Unlike females who are usually doing clerical work, organization would uplift the number of male employees compared to their counterpart. It was supported by output of the study of Fowler [6] that assessing the methods for training employees based on their sex. It was found out that female tend to be passive so they can learn many things from the simple trainings such as seminar or forums, while male intend to learn more on techniques with actual demonstration of their managers how to solve problems and performances.

Their profile civil status shows that majority of the respondents is single which got the highest frequency of 133 or 68.20 percent, while married respondents got the frequency of 62 or 31.80 percent.

This means that those working in quick service restaurant tend to be single because of the low compensation and under time shifting schedule of quick service restaurants. The usual schedules is a minimum of 6 hours per shift so they are compensated based on the hours they stayed in the restaurant.

This is supported by the study of Dimaunahan [7] which found out that married respondents versus

single respondents provide a difference on their answers about the performance of their organization in enhancing the skills of their employees. Single people tend to have more time to attend training and more knowledgeable how to approach their performances and what trainings are most useful to them compared to the level of understanding of single respondents.

It shows that majority of the respondents are working in the first fast food chain which got the highest frequency of 134 or 68.70 percent while those working in the second fast food chain which obtained the frequency of 61 or 31.30 percent.

It shows that most of the respondents are working in Jollibee. As of today, there are already 8 branches of Jollibee in Batangas City both companies owned and franchised by local entrepreneurs. This means that the quick service restaurant provides opportunities for the local residents to work, especially to those who did not finished a degree.

The quick service restaurants have been a concept in the market for decades now and have already proven its sustainability that encourages entrepreneurs to enter this kind of industry. The searing capacity can increase the satisfaction of customers because they know that enough space and facilities are available even there are many customers. The quick service must have the capacity to host any kind of party because it is one of the trending amenities of any restaurant. This adds to the customer satisfaction due to the convenience it provides for the customer who wanted to hold an event for their families and immediate friends [8].

Length of service shows that majority of the respondents have been working 1 – 3 years which got the highest frequency of 100 or 51.30 followed by below 1 year with 69 or 35.40 percent and 4 – 6 years with 16 or 8.20 percent, while the least are those 7 – 9 years and 10 years and above with 5 or 2.60 percent.

It means that the respondents have been working in quick service restaurant for 1-3 years and during this time they already experience different trainings and development program provided by the restaurant management. The respondents stayed in a quick service restaurant as workers because they know that they will have sufficient experience with this. These restaurants are hiring applicants even without extensive background experiences so it one of the stepping-stones considered competent in the food service industry.

The years of service that the respondents have can make a difference on their perception of the

effectiveness of training and how it enhances their skills through providing coaching techniques from their trainer. This is enhanced through the years to be able to make a scientific evaluation of training which can be used as variables for the changing and innovative companies and organization [9].

**Table 2. Impact of Training and Development Program as to Training**

	Indicators	WM	VI	Rank
1.	On Job Training	3.44	To a Great Extent	1
2.	Off Job Training	3.24	To a Great Extent	2
3.	Orientation and Induction	3.16	To a Great Extent	5
4.	Technical Training Program	3.20	To a Great Extent	3
5.	Foundation Training Program	3.15	To a Great Extent	6
6.	Refresher Training Program	3.07	To a Great Extent	9.5
7.	Health & Safety Training Programs	3.07	To a Great Extent	9.5
8.	Promotional and Advancement Training Programs	3.13	To a Great Extent	8
9.	Remedial Training Program	3.14	To a Great Extent	7
10.	Field Training Program	3.19	To a Great Extent	4
<b>Composite Mean</b>		<b>3.18</b>	<b>To a Great Extent</b>	

*Legend: 3.50 – 4.00 = To a Very Great Extent; 2.50 – 3.49 = To a Great Extent; 1.50 – 2.49 = To a Moderate Extent; 1.00 – 1.49 = Not at All*

Table 2 presents the impact of training and development as to training. The composite mean of 3.18 indicates that the training is rated to a great extent.

This means that the respondents assessed that training and development program of quick service has impact to the kind and nature of training that they can use in their resume and bio data. In case they wanted to apply to other industry, the trainings provided by quick service can increase their competitiveness and can be an additional point to be hired in the future.

Trainings are gained through the use of policies and recognition implemented by the human resource department because they mandate standard operations and recognized those who are performing well within the organization. It means that any organization must make their own policies so that their subordinates will be able to determine the extent of services and products to be provided and how the operation will flow within the work environment. Addition to this, the organizational activities and behaviors are based

on overall goals of the organization which will varies depending on how the employees absorb them and manifest them through service provision towards the customers [10].

All items were rated to a great extent, the item “on job training” got the highest weighted mean of 3.44 followed by “off job training” with 3.24 and technical training program” with 3.20.

This means that the respondents assessed that on job training is given to them by the management because the actual work environment is their own training ground. The opportunity that quick service restaurant are offering usually is a step to be more credible and accountable in the area of service quality. At the same time, the employees are being trained while they are being compensated which is beneficial to them.

The trainings will affect the satisfaction being felt by the employees towards the organization and work environment. Retention of employees will be based on the overall operation of the management and how they will handle their employees. Since most organization are using standard policies, they are guided with it and are at the point where they could increase the satisfaction being felt by their employees [11].

However, the item “remedial training program” with 3.14 while the least is health & safety training programs” and “promotional and advancement training programs” with lowest mean of 3.07 and verbal interpreted as to a great extent.

The result implies that the quick service restaurant are providing health and safety as well as promotional trainings for their staff in order to continuously enhance their competitiveness in other areas of the restaurant operation. The main operation of quick service restaurant is to provide service to the customers as well as provision of food. However, to effectively do this, the management still need to do other tasks like manpower and human resource, accounting, marketing and trainings.

Continuous improvement is a strategic planning wherein the organization must develop support system that tend to clear, concurrent, and appropriate review of the existing management system. This was done through the accurate interpretation of organizational performance, analysis of performance or personnel and identifies the course of action taken to address the problem during provision of services. The employee and staff must ensure that all procedures are within and identified by the company standards used in the system. They must clarify from the operations,

laboratories personnel and other departments of the written and documented information are precise and correct [12].

Table 3 presents the impact of training and development as to development. The composite mean of 3.09 indicates that the training is rated to a great extent. The training and development provided by the restaurants are implemented to a great extent that increases the empowerment of employees can increase their satisfaction that lead to retention to their jobs. The employees need this kind of motivation to increase their feeling of belongingness to the organization that could make them loyal.

**Table 3. Impact of Training and Development Method as to Development**

Indicators	WM	VI	Rank
1. Formal Education Program	3.29	To a Great Extent	1
2. Behavioral and Self-Assessment Programs	3.15	To a Great Extent	3
3. Enrich Job Experience	3.10	To a Great Extent	5
4. Scheduled Effective Feedback	3.03	To a Great Extent	10
5. Train the Trainers Programs	3.00	To a Great Extent	11
6. Enhancement & Job Satisfaction Program	3.05	To a Great Extent	8
7. Effective Participation in Setting Development Program	3.08	To a Great Extent	7
8. Career Development & Progression Program	3.12	To a Great Extent	4
9. Development of Leadership Traits	3.05	To a Great Extent	9
10. Membership of Work & Professional Committees	3.10	To a Great Extent	6
11. Simulation and Special Assignments	3.17	To a Great Extent	2
12. Job Rotation & Challenging Job Transfers	2.99	To a Great Extent	12
<b>Composite Mean</b>	<b>3.09</b>	<b>To a Great Extent</b>	

*Legend: 3.50 – 4.00 = To a Very Great Extent; 2.50 – 3.49 = To a Great Extent; 1.50 – 2.49 = To a Moderate Extent; 1.00 – 1.49 = Not at All*

Organizations provide development programs that will help the workers to be more competent and committed to the organization since their development can affect their well-being with regards to mental and psychological aspect. The management that provides good training for the staff and employee must know that measuring its effectiveness will provide essential information on how to enhance it and provide good quality training for them. So therefore, the Kirkpatrick

four level training evaluation model is a very effective factors to be used as means of measurement of the impact and importance of any training and improve it in the future based on the weaknesses of evaluation [13].

All items were rated to a great extent, the item “formal education program” got the highest weighted mean of 3.29, followed by “simulation and special assignments” with 3.17.

The respondents are allowed to still continue their formal education and the management allowed them in shifting schedules that allow them to attend school. Since the shifting schedule for quick service can be exhaust and they are hiring high number of employees, it is easy for them to adjust to the schedules of formal education for their staff. They are allowing them to have formal education to increase their efficiency and competitiveness. Also, the management wanted to increase the opportunity for career growth for their employees so that they will be in a position that will make them specialized in other areas and not only in entry level positions.

The company tends to hire more competent employees and provide training to them to increase their abilities to provide service and increase satisfaction among the customers. However, the intention of keeping competent and skillful employees is a hindrance that could affect the overall service performance of resorts. The organization will need to make extra effort to reduce the turnover rates and keep their personnel to work with them [14].

However, the item “behavioral and self-assessment programs” and “train the trainers programs” with 3.00 and the least is “job rotation & challenging job transfers” with lowest mean of 2.99 and verbal interpreted as to a great extent.

The quick service restaurant is practicing job rotation and transfer to expose their employees to different areas and function of quick service restaurant. This is a strategic way to increase the effectiveness of employees and assure that in case there are staff that are absent, their task will be relieved by other employees. It means when there is shortage with employees compared to the number of customers, other staff designated in other areas can still help others since they know how to do different tasks.

Employees belong to the organization when they are empowered to do a specific task and become member of a team. This is a technique where the management will include their personnel in decision

making that will affect the overall process of the organization. This adds to the satisfaction of employee because they feel they are important to their superiors and organization [15]. Study Singh et al. [16] also defines decision making as the process of choosing among the available alternatives in order to solve a specific problem. The term decision making and problem solving are often confused and, need to be clarified. Problem solving is the process of determining the appropriate responses or actions necessary to alleviate a problem.

**Table 4. Assessment of Performance**

Indicators	WM	VI	Rank
1. Result Oriented Measure			
Effectiveness	3.41	To a Great Extent	1
Efficiency			
Economy			
Quality			
2. Relative Normative Measures			
Concept	3.34	To a Great Extent	3
Instruments			
Applications			
3. Predetermined Standards			
Accuracy	3.37	To a Great Extent	2
Completeness			
Cost Speed			
<b>Composite Mean</b>	<b>3.37</b>	<b>To a Great Extent</b>	

*Legend: 3.50 – 4.00 = To a Very Great Extent; 2.50 – 3.49 = To a Great Extent; 1.50 – 2.49 = To a Moderate Extent; 1.00 – 1.49 = Not at All*

Table 4 presents the assessment of the performance of the respondents which obtained the composite mean of 3.09 indicates that the performance is rated to a great extent.

It means that the respondents are performing their task to a great extent since they are accustomed to the operation of the restaurant. They know overall flow and process done from the higher management until the entry level position because the organization assure that each staff are knowledgeable of the procedures. In addition, since the respondents have been working in the restaurant for quite some time, they are accustomed to all process of the management.

The restaurant industry has many types of services and one of the emerging ideas is the casual dining. It offers its customers the finest atmosphere and services related to food and beverages. However, the cost is a little high, the superb food and beverages will not disappoint its customers. It offers wide arrays

of food that is very interesting and unique with very good taste that would not find in other kind of restaurant. Their menu services can extend to different food products that usually changed based on the season and time of the year [17].

All items were rated to a great extent; the item “result oriented measure (effectiveness, efficiency, economy, and quality)” got the highest weighted mean of 3.41 followed by “predetermined standards (accuracy, completeness, cost, and speed)” with 3.37.

It can be seen that the respondents assessed their performance to be result oriented measure which include their abilities to be effective, efficient, economic and provide task with quality performance. This is achieved to a great extent since they already underwent different trainings prior to their employment and were continuously encouraged to attend different programs to increase their competitiveness in food and beverage services.

Technically, restaurant staff and crew training is the activity where they will be given opportunity to acquire knowledge and more skills or techniques how to further enhance their capabilities of providing different kind of services as well as demonstrating leadership within the organization. Managing personnel becomes effective when the organization focused on how to excel capabilities among their manpower where it must be aligned with the mission and vision of the organization. Nevertheless, the employee’s perspective must be considered about the importance and effectiveness of the training they acquired and provided by the management for them [18].

While the least is “relative normative measures (concept, instruments, and applications) with lowest weighted mean of 3.34 and verbal interpreted as to a great extent.

They are also performing to a great extent those normative measures like applying the concept of food service, using of instruments and applications of standard food handling and customer service because of their exposure to it and the encouragement from the management to apply such. The staff of restaurants underwent orientation and training before they are designated to different areas. Even before they start to work, they will observe the operation of the restaurant and was supervised by other staff or supervisors as part of their training.

The main component of any organization is the extent of services provided by their employees because they demonstrate many skills to make sure

that their customers are satisfied and being taken care of. However, the management must still provide support system to further increase the productiveness and competitiveness of their staff through initializing professional growth and development even they already finished a degree in international hospitality management industry. Addition to this, the restaurant industry depends on the people who provide service which is supposed to be advances in appearance, skills and productivity [19].

**Table 5. Assessment of Performance as to Productivity**

Indicators	WM	VI	Rank
1. Improved Quality Project Products Services	3.56	To a Very Great Extent	1
2. Less Defects, Failure & Malfunctions	3.48	To a Great Extent	2
3. Reduction of Staff Turnover and Absenteeism	3.31	To a Great Extent	3
4. Minimum Control and Supervision Needs	3.21	To a Great Extent	6
5. Opportunity for Growth and Progress	3.12	To a Great Extent	11
6. Improved Employees Behavior	3.15	To a Great Extent	10
7. Competitive Edge Attainment	3.17	To a Great Extent	9
8. Good Customer Service	3.24	To a Great Extent	4.5
9. Waste Reduction	3.24	To a Great Extent	4.5
10. Improved Working Conditions	3.19	To a Great Extent	7
11. Improved Compant Image	3.17	To a Great Extent	8
<b>Composite Mean</b>	<b>3.26</b>	<b>To a Great Extent</b>	

*Legend: 3.50 – 4.00 = To a Very Great Extent; 2.50 – 3.49 = To a Great Extent; 1.50 – 2.49 = To a Moderate Extent; 1.00 – 1.49 = Not at All*

Table 5 presents the assessment of respondents’ productivity. The composite mean of 3.26 indicates that the productivity are rated to a great extent.

The respondents are being productive to a great extent after they underwent training and development program because the knowledge, they gained from it. After the program was taken, they started to understand the concept of food service and how it is provided to the customers with reliability and

competitiveness. The quick service restaurant must be able to deal with different requests of their customers which made them productive once a service is provided that is beyond the usual service, they gave their customers.

Furthermore, restaurants and dining must be able to cope and manage such request through providing important and fundamental needs such as basic food and beverages for the travelers. Notwithstanding, the necessities, inclination and fulfillment of the clients must be distinctly different and must be accepted by the general population. The restaurant was into services they provide to have a distinction in the industry of food and beverages. They know that food product may be copied by the extent of their services will be more valuable than the product. They wanted to be known in the area for good quality service among other things [20]-[23].

All items were rated to a great extent, the item “improved quality (project, products, and service) got the highest weighted mean of 3.56 followed by “less defects, failure & malfunctions” with 3.48 and “reduction of staff turnover and absenteeism” with 3.31.

The productivity of the respondents shows that they improved quality in project, products and services after they attended trainings and development programs of quick service restaurant. They began to understand deeper the full concept of food service. This is not all about the mere preparation and delivery of food, but it also includes the behavior and convivial dimensions which could affect the satisfaction felt by customers.

The company tends to hire more competent employees and provide training to them to increase their abilities to provide service and increase satisfaction among the customers. However, the intention of keeping competent and skillful employees is a hindrance that could affect the overall service performance of resorts. The organization will need to make extra effort to reduce the turnover rates and keep their personnel to work with them [14].

However, the item “improved employees’ behavior” with 3.15 and the least is “opportunity for growth and progress” with lowest mean of 3.12 and verbal interpreted as to a great extent.

The respondents perceived that the training and development program is an opportunity for growth and progress because they are able to learn new things in the process. The certificate that acquired from these

trainings is additional credibility when the employees applied for work in the future.

Training has a goal of making the trainee experience good about the procedure, towards the person giving the training and the overall experience. Measuring their reaction is a very important factor for through this will make the management understand how the employees receive the training procedures and tend to know if it is acceptable. Furthermore, these can help the management to enhance the training they provide in the future to produce more effective outcome among the employee (Duff, 2018).

**Table 6. Difference of Responses on the Training and Development Method When Grouped According to Profile Variables**

	Training			Development		
	F-value	p-value	I	F-value	p-value	I
Age	1.044	0.374	NS	0.348	0.791	NS
Sex	0.276	0.783	NS	0.963	0.337	NS
Civil	1.461	0.146	NS	1.157	0.249	NS
Company	0.019	0.985	NS	1.808	0.072	NS
Length of Service	1.519	0.198	NS	1.140	0.339	NS

Legend: Significant at p-value < 0.05; NS = Not Significant

Table 6 disposed that all computed p-values were all greater than 0.05 alpha level, thus the researchers fail to reject the null hypothesis.

This means that there was no significant difference observed and implies that the responses do not vary across the respondents’ profile. This means that the respondents have the same perception how the training and development are provided to them as well as its effect because the outcome of such program and method is based on its goals.

The study [1] found out how the employees are aware of the impact of training and development and what are the particular trainings used for employees. It also identified the relationship between the trainings provided and the perceived service quality they are able to provide their customers. This is congruent to the fact that training and development must be established so that employees in any kind of business may be competitive enough to be part of the service industry.

Table 7 presents the proposed plan of action based on the findings of the study to enhance the Training and Development Program of Quick Service Restaurants.

**Table 7. Proposed Plan of Action to Enhance the Training and Development Program of Quick Service Restaurant**

Key Area Result/Objectives	Strategies	Outcome
<p><b>Training</b> To enhance the implementation of refresher training program</p> <p>To increase the health and safety competitiveness of the crew of quick service restaurant</p>	<p>Encourage the old employees to attend refresher training programs Collaborate with TESDA on different food and beverage services and allow employees to attend different trainings of the agency</p> <p>Assessment of hazards present in the work environment Safety Hazards Training First Aid (RED CROSS) Training</p>	<p>The quick service restaurant were able to use refresher training programs for their crew</p> <p>The crew of quick service restaurant are competent in providing health and safety services towards the customers and co-workers</p>
<p><b>Development</b> To effectively implement job rotation and challenging job transfers</p>	<p>Allow each staff to be exposed to other areas during off duty (with allowance) Benchmarking with other quick service restaurant and propose exchange crew staff with them</p>	<p>The quick service are able to make extensive job rotation with other quick service restaurant through benchmarking to increase experiences of the crew</p>

**CONCLUSION**

Majority of the respondents are 18-29 years old, male, single, working in Jollibee for 1-3 years. The respondents assessed that the quick service restaurant are providing training and development program to a great extent. The respondents assessed that they are able to perform their job roles to a great extent after they underwent training and development program. They were able to demonstrate productivity to a great extent as part of the quick service restaurant. No significant difference observed and implies that the responses do not vary across the respondents’ profile. A plan of action was proposed to enhance the training and development of quick service restaurant.

**RECOMMENDATION**

The quick service restaurant may include in their training and development programs the increase of compensation and shifting schedule to improve the competitiveness of the crew. The quick service

restaurant management may coordinate with TESDA to increase the assessment of competitiveness of the crew and acquire the trainings provided by the agency. The performance of the crew may be assessed before and after training to determine how such could impact their competitiveness. The proposed plan of action may be utilized to enhance the training and development of quick service restaurant. A future study may be done in relation to the assessment of training and development and associate it with other variables such as job satisfaction and job retention of quick service restaurant.

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