

**EFFECT OF ROLE-PLAY AND VESTIBULE TRAINING ON  
EMPLOYEE PERFORMANCE IN SELECTED HOTELS IN  
KADUNA STATE, NIGERIA**

**Yakubu Keturah<sup>1\*</sup> & Christy Zwingina<sup>2</sup>**

<sup>1,2</sup>Department of Business Administration, Bingham University, Karu, Nasarawa State

\*qheturahyakubu@gmail.com

**ABSTRACT:** In this age of technological advancement, change is a recurring and persistent factor. As a result, organizations must ensure that training is consistent to tackle the challenges that arise from political, financial, societal, and pioneering changes in the environment. This study, therefore, examined the effect of role-play and vestibule training on employee performance in hotels in the Kaduna metropolis. Data were collected through a structured questionnaire, which was issued to a sample of 291 employees of the hotels. Data was analysed using descriptive statistics, correlation and multiple regression techniques, which include ANOVA, model summary and co-efficient. Findings from the study show that training methods such as role play and vestibule training have significant and positive effects on employee performance. Specifically, the study revealed that role-play has a significant and positive effect ( $p < 0.000$ ,  $\beta = 46.6\%$ ) on the performance of employees amongst hotels in Kaduna. The study also found that vestibule training has a significant and positive effect ( $p < 0.016$ ,  $\beta = 14.3\%$ ) on the performance of employees in hotels in Kaduna. The study revealed that role-play training has a stronger effect on the performance of employees as compared with vestibule training. The study recommends, amongst others, that Management should stimulate training that workers require to improve their performance and capabilities, which consequently increases organizational performance as well.

**Keywords:** Training Methods, Role play, Vestibule Training, Employee Performance

## **INTRODUCTION**

It is general knowledge that the Employees are the bloodstream of any business. Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect its profitability. Employees are often responsible for the great bulk of necessary work to be done, as well as customer satisfaction and the quality of products and events. Without proper training, employees, both new and old, do not receive the information and develop the skills necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Organizations are now experiencing significant changes because of innovations, rapid evolution of knowledge, globalization of business, and escalation of e-commerce. Therefore, it is relevant for organizations to figure out ways to attract, maintain, and encourage their skilled workforce for improved performance. This is because the human factor plays an important role in reaching organizational goals (Ameen & Batool, 2021). In this age of technological advancement, change

is a recurring and persistent factor. As a result, organizations must ensure that training is consistent to tackle the challenges that arise from political, financial, societal, and pioneering changes in the environment (Goswami & Saha, 2021). For organizations to survive, grow and develop, they must, therefore, increase their capacity to adjust to the external and internal needs that occur because of these changes.

Many hotels in Kaduna State suffer from uneven service quality, high employee turnover, and skill shortages despite the critical role that training plays in enhancing employee performance. These issues often stem from inadequacies in training methods, which may not align with industry standards or effectively address the skills required for optimal performance. This study investigates how vestibule training and role-playing affect employee performance. The hospitality industry, of which hotels are part of it, is service-intensive and consequently relies heavily on its human resources. For a hotel to operate smoothly, it needs the involvement of staff of all departments, from the departments directly dealing with guests like the Front Office, Housekeeping, Food and Beverages to back-office departments such as Accounting or Engineering (Hayes & Ninemeier, 2019). The human factor is an important resource of a hotel organization. The hotel's ability to compete depends on the efficiency of employees (Kotler, 2016).

Amongst the important functions of human resource management, one of the crucial functions is employee development through proper training and development programs. Employee development refers to the capacity and capability building of an employee, and thus, for the whole organization to meet the standard performance level (Goswami & Saha, 2021). The More developed employees, the more they are satisfied with their jobs, hence increasing the firm performance and profitability. (Champathes, 2016). Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development. Some commentators use a similar term for workplace learning to improve performance: training and development.

Due to fast-paced global and technological development, the hospitality industry is now facing new changes as well as challenges. Technological advancements have moulded the need for capabilities and competencies required to perform various tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates. Effective training programs help in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2016). Training allows employees to gain knowledge on the best way to utilize emerging and new technologies. It also provides insight into ways to function effectively in new work designs and environments, such as virtual groups, liaising and communicating with customers and other stakeholders from various backgrounds for efficient services (Noe, 2018).

Despite the increase in research papers investigating the impact of training on employee performance, few studies have tackled the issue in the hospitality industry, which is a special organization. Fewer to the knowledge of the researcher have looked at the issue through role-playing and vestibule training. Past research proved a positive link between training and employee performance, as training brings benefits for the employee along with the firm by positively impacting employee performance in terms of job satisfaction, efficiency and effectiveness and the enhancement of competencies and behaviour. Therefore, the main objective of the study is to

examine the effect of training on employee performance in selected hotels in Kaduna, Nigeria. However, the specific objectives are to:

- i. ascertain the effect of role-play training on employee performance of selected hotels in Kaduna state;
- ii. examine the effect of vestibule training on employee performance of selected hotels in Kaduna state.

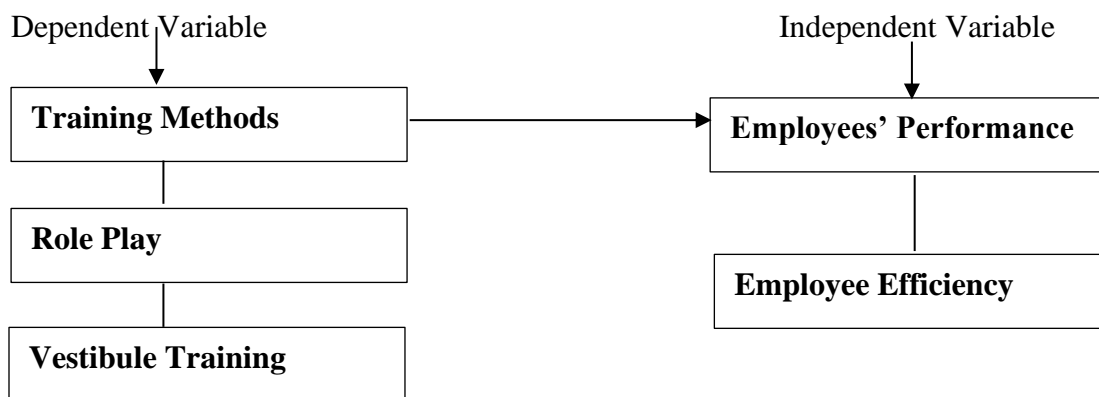
The hypotheses of the study are that:

- i. Role-play training has no significant effect on employee performance of selected hotels in Kaduna State.
- ii. Vestibule training has no significant effect on employee performance of selected hotels in Kaduna State.

## LITERATURE REVIEW

A conceptual framework is a written or visual representation of an expected relationship between variables. It is a statistical perspective of the conceptual framework that describes the relationship between the main concepts of a study. It is arranged in a logical structure to aid and provide a picture or visual display of how ideas in a study relate to one another. (Grant & Osanloo, 2018). This section includes an overview of previously published works on the sub-variables, such as role-play and Vestibule training, and the main variables of training and employee performance.

**Figure 2.1: Conceptual Model**



Source: Researcher's compilation (2024)

### Training Methods

Training is the methodical gaining and improvement of knowledge, skills, and behaviours imperative for employees to complete the job responsibilities or to perform better in their work environment. (Tharenou, Saks & Moore, 2017). Training can also be interpreted as intentionally

improving attitude, knowledge, or skill via learning to attain improved performance in a specific task or variety of tasks (Beardwell & Holden, 2021). Its major goal is to improve individual competencies and to be equipped to meet the current and future needs of the organisation. Efficient preparation and growth plans are targeted at improving the employees' performances. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the job coaching and Coaching, peer cooperation and participation by the underlings. This teamwork enables employees to actively participate on the job and produces better public presentations, hence improving organisational functioning. Training programs not only develop employees but also help an organization organisation to make full use of their human resources in favour of acquiring a competitive advantage. Thus, it seems mandatory for the firm to plan for such a training program for its employees to raise their abilities and competencies that are demanded at the workplace, (Deborah & Ofori, 2016).

### **Employee Performance**

Mathias (2013) defined employee performance as a measure of the quantity and quality of work done, considering the cost of the resources used. Results are often expressed as products or services for an internal or external customer. They may be in terms of financial accomplishments, impact on a community, and so, whose results are expressed in terms of cost, quality, quantity, or time. Employee performance could include quantity of output, quality of output (efficiency), timelines of output, presence at work, and cooperativeness (Joseph, 2012). This study shall measure performance using efficiency. Employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed.

Cartwright (2022), measures of employee performance include Quantity of work, timeliness of work, quality of work that is, the quality of work produced in terms of standards, use of resources/efficiency, customer (External & Internal) Impact/Value Added, self-reliance, productive work habits, alignment and compliance. Kuvaas (2021), opined that, employee performance also encompasses the quality of the accomplishments, the compliance with the desired standards, the costs involved, and the time taken in achieving the results.

Training has been invaluable in increasing the performance of an organisation. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee's performance but also organizations' performance.

Based on the views that have been looked at, this study defines employee performance as the measurement between the input and the output of employees. When the outputs are equivalent to inputs then performance is said to be achieved.

### **Efficiency**

Efficiency is very important in the activities of employees. Not only must firms do the right thing, such as offering high-quality products, but they must also produce their products efficiently (Everard & Burrow, 2021). According to Schermerhorn *et al.* (2017), Drucker has distinguished effectiveness from efficiency through his memorable quote: There is surely nothing so useless as doing with great efficiency what should not be done at all. Something is only efficient when it is effective. In other words, something is efficient if it has a useful effect. It has to be functional (Noordzij, 2016). Hence, one can only talk about efficiency when effectiveness is already in place. Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort.

### **Vestibule Training**

Vestibule training is the process of imparting, educating and coaching employees with the equipment or working tools that employees are expected to use in discharging their responsibilities. Aderibigbe and Dunmade (2019) asserted that vestibule training is in the form of industrial attachment for skills and technology transmission and it is done through positioning of a person in a different work area of the firm. Vestibule training is conducted by qualified instructors in a classroom away from the workplace. The worker is trained to use a machine or perform a task similar to the ones in the real work situation. The effort in vestibule training is to simulate the regular working conditions of the job, which the trainees are being prepared for and are expected to apply their newly acquired skills when they are assigned to their real job (Miller 2020).

Vestibule training refers to a training method or technique used in education or corporate environments, typically in the context of employee onboarding or skills development. It involves providing individuals with a controlled and immersive learning environment that simulates real-life situations and scenarios. In vestibule training, trainees are placed in a physical or virtual environment that closely resembles the actual workplace or situation they will encounter. This type of training allows learners to gain hands-on experience, practice specific skills, and familiarize themselves with the tools, equipment, or procedures they will encounter in their job roles (Stones 2017)

### **Role Playing**

Role-play training is a technique where participants act out a particular scenario or situation in order to learn or practice specific skills, such as communication, problem-solving, or negotiation. Role-play training is a form of experiential learning where participants engage in simulated scenarios or situations to practice and develop specific skills or competencies. It involves individuals assuming different roles and interacting with each other to simulate real-life situations. (Barbazette, 2016)

In this technique, the trainees are made to experience what others feel about a particular situation. They understand the viewpoint of others and come to know of the constraints within which others

are working. Such an interaction and understanding helps in reducing the dysfunctional conflicts within the organisations. Many times, various departments of the organisations disagree because they do not understand each other's viewpoint (Pitt 2019). According to Andre (2018), role-playing is an effective training technique to bridge the differences between them. Besides, this, it is an effective method to prepare the trainees to face the situations that they are likely to face while discharging their duties. For example, the sales staff is often asked to play the role of the customers to understand how they might behave in a given situation. They become trained enough to face the likely situations. Role-playing is a very flexible training method. It may be elaborately pre-planned, with each task specified. Usually, a discussion is done at the end, to sum up the situation after role-playing. This planning helps in time management; otherwise, the exercise can go uncontrolled (Lynton & Pareek, 2020).

### **Role-play vs. Vestibule Training**

Role-play training is a method where employees act out real-life scenarios to improve their problem-solving, communication, and interpersonal skills (Brown, 2020). It is widely used in fields like customer service, sales, and healthcare to simulate practical situations and enhance decision-making abilities (Smith & Jones, 2021). One key advantage is that it provides immediate feedback and allows learners to experience various perspectives (Johnson, 2019). However, its effectiveness may be limited by the participants' ability to engage in the simulation authentically (Davis et al., 2022).

Vestibule training, on the other hand, involves training employees in a dedicated space resembling their actual workplace before they start their job (Williams, 2021). This approach is particularly beneficial for roles requiring technical expertise, such as manufacturing and aviation (Miller & Clark, 2020). By separating training from the actual job environment, vestibule training minimizes workplace disruptions while allowing employees to acquire skills in a controlled setting (Anderson, 2023). A limitation, however, is the potential disconnect between the training environment and real workplace dynamics (Taylor & Patel, 2022).

While both training methods enhance employee skills, role-play is more effective for soft skills development, whereas vestibule training is better suited for technical roles requiring hands-on experience (Harrison, 2021). Organizations should choose the method that best aligns with their industry requirements and employee learning needs (Gibson et al., 2020).

Goswami and Saha (2021), examined the impact of training on employee performance in India. The study employed the use of a quantitative approach, and the data was collected using primary data with the aid of questionnaires. The sample of the study comprises of two hundred respondents. The collected data was analysed with multiple regression analysis and the study discovered that, there is a positive and significant impact between internal training and performance of employees. The study did not employ the use of other robustness test as such it can further be improved upon by employing the use of post estimation to further test the model developed in the analysis. The study lacks robustness tests such as post-estimation to validate the model further

Kalapapa (2016) examine the impact of training and development on employee performance, while the specific objectives are to identify training and development methods; examine the relationship between training and development on employee performance; determine the effect of training and development on employee performance; and to determine factors affecting employee performance. The study reviewed the concept of training, development as well as training and development. The study furthermore analysed training and development methods under on-the-job and off-the-job training such as job rotation, coaching/mentoring, orientation, conferences, role playing, and formal training courses/development programmes. Does not provide empirical evidence specific to role-play or vestibule training. Also, the study used only qualitative method, without qualitatively analysing the proxies.

Ameen and Batool (2021) examined the impact of training and performance in Saudia. The study employed the use of an online survey to collect data from the respondents. Seventy employees were used as the sample of the study and the study employed the use of descriptive statistics to analyse the collected data. The study discovered that there is a positive relationship between training and performance and company performance. The study can be improved upon in the area of methodology and the technique of analysis to be specific. A more robust approach can be employed as the study used a very small sample size for analysis.

Ehrajji (2015) explored the effects of role-play training on employee performance among the international civil servants. A survey research design was used for this study. The survey design was appropriate for this study because it allowed investigation of possible relationships between variables as well as data collection from broader category and comparisons between variables. The study population was 144 staff of the United Nations Support Office for the African Mission in Somalia. A sample of 45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The data was collected by use of a questionnaire. The data analysis involved frequencies, means, percentages, analysis of variance and bivariate analysis in form of cross tabulations. The findings were presented using Tables and figures. On the role of training on employee engagement the study showed that in general, role play training enhances employee engagement in change processes. The study is limited to civil servants. It lacks insights into hospitality industry and comparative analysis with vestibule training

Olabiyi (2020) investigated the perception of craftsmen on enhancing job satisfaction through vestibule training in construction industries in Lagos State using an exploratory survey research type of the ex-post facto design. The sample consisted of 108 craftsmen. A validated and piloted questionnaire based on a 4-point rating scale was used for data collection in the study. Data were analysed using descriptive and inferential statistics including frequency, percentage, means, standard deviation, and ANOVA. Data analysis was facilitated using the Statistical Package for Social Sciences (SPSS). Findings revealed that craftsmen were satisfied with the use of vestibule training as it increases job performance and increases efficiency. The research focuses only on construction industry; lacks comparative analysis with role-play training and employee performance in hospitality.

### **The Human Capital Theory**

The Human Capital Theory proposed by Schultz in 1961 and developed by Becker in 1994 suggests that HR practices can directly influence firm performance. It postulates that workers have a set of skills developed by education and training that generates a stock of productive capital. Employees and employers each derive benefits from investment in creating human capital. The level of pay should supply both parties with a reasonable return on that investment. Human capital constitutes a key element of the market worth of a company. People in organisations add value and there is a case for assessing this value to provide a basis for HR planning and for monitoring the effectiveness and impact of HR policies and practices. Human capital represents the human factor in the organisation; the combined intelligence, skills and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust which, if properly motivated, can ensure the long-term survival of the organization. These can be regarded as the intangible resources associated with people, which, together with tangible resources (money and physical assets), comprise the market or total value of a business. Bontis (1998) defines intangible resources as the factors other than financial and physical assets that to the value-generating processes of a firm and are under its control. The human capital theory is the main underpinning theory in the current study. It is relevant to this study since it links human capital to firm performance. The study focuses on strategies for enhancing human capital, including HR planning, recruitment, induction and retention and how they can help improve organisational performance. The theorist's argument is that human capital promotes firm performance. Therefore, it is predicted that the people resourcing strategies enhance firm performance.

The study shall be underpinned by the human capital theory. This is because the theory describes how human capital is important to the organisation and how failure to plan as regards to the human capital needs for the organisation can cause failure for every organisation. The Human Capital Theory (HCT) posits that, investments in employee training and development lead to improved skills, productivity, and overall performance (Becker, 1993). This theory directly relates to the research hypotheses that role-play and vestibule training have no significant effect on employee performance, as it challenges this notion by emphasizing the measurable benefits of training interventions.

According to Schultz (1961), human capital investments, such as specialized training, enhance an employee's ability to contribute effectively to organizational goals. Role-play training develops problem-solving skills and adaptability (Garavan et al., 2001), whereas vestibule training provides hands-on experience in a controlled setting (Noe et al., 2017). Empirical studies, such as those by Olabiyi (2020) and Ehraji (2015), have demonstrated a positive relationship between these training methods and performance. However, if the hypotheses hold true, it would suggest that external factors, such as organizational culture, motivation, or job fit, play a more significant role than training alone in influencing performance (Wright & McMahan, 2011).



## RESEARCH DESIGN

The design which was adopted for this study is a descriptive research design. A descriptive design is a design which collects information about people's attitudes, opinions, habits or any relevant variable or social issue from a cross-section of a population of similar set-up (Hwang & Chu, 2017). Descriptive research design provides a snapshot collection of the variables in the study at one point in time. Descriptive research determines and reports the way things are and attempts to describe such things as possible behaviour, attitudes, values and characteristics, (Ameen & Batool, 2021).

The study's population comprises selected hotels in Kaduna state based on their registration. The study's population, therefore, comprises the employees of the hotels, which gives a total of five hundred and twelve (512). However, not all the hotels were used because some of the hotels had been deregistered. The hotels that were still recognized at the time of the study were then used as the study's population, and the study identified seven of them.

The researcher used simple random sampling technique to choose the respondents or the sample size from the population without bias. Random sampling is a process of choosing randomly from the population to have a representative sample. Since the population is a finite one, application of statistical formula becomes imperative in determining the sample size.

The sample size was determined by using Taro Yamane Formula:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = 224$$

the Taro Yamane formular was used because the population is above 400, and therefore there was a need to reduce the population to a useful sample.

From the above computation, a sample of 224 was drawn, however, the study added a 30% attrition provision to handle the issue of respondent bias (sage 2015). 30% of the sample was therefore 67 additional questionnaires. Adding the attrition rate of 67 to 224 therefore makes the sample of the study to be 291. Hence, 291 was the total sample size used in the study.

Since the population is divided into different units, the study adopted Bowley's proportionate sampling method to distribute the questionnaires amongst the respondents.

The instrument that was used for data collection was a questionnaire that was designed for the research. The questionnaire was divided into two (2) sections. Section A was designed to collect the respondent's personal data such as sex, age, working experience and marital status. Section B was organised into five sections of five items, each resulting in twenty-five (25) items, on a five-point Likert type scale. Each section was organized according to the variables of this study. Each response was presented in the five-point Likert scale.

In order to minimise bias, Participants were selected randomly to ensure a representative sample and eliminate selection bias. Respondents were assured of their anonymity to encourage honest and unbiased responses. Structured questionnaires with neutral wording were used to avoid leading questions. Also, the reliability and validity test were conducted. The content validity was done through the help of a research supervisor and the result for the reliability is presented below as tested using Cronbach's Alpha.

**Table 3.3 Cronbach Alpha**

SN	Sections	Number of items	Cronbach's value
1	EP = Employee Performance	4	.76
2	RP = Role-play	4	.81
3	VT = Vestibule Training	4	.73

Source: Research survey (2024)

The table indicated that the variables each have Cronbach's alpha value which is above 70% and are therefore accepted as reliable.

The study employed descriptive statistics, and Pearson correlation was also employed to find the relationship between the variables. The multiple regression analysis was further used to test the hypotheses of the study and measure the impact of independent variables on dependent variables, using the Statistical Package for Social Science (SPSS) version 25.

To measure the relationship between dependent and independent variables, regression modelling was used to test the hypotheses. Employee performance was measured using employee effectiveness while training methods was measured using role play and vestibule training as presented in the regression model below.

$$EP = \beta_0 + \beta_1 RP_{it} + \beta_2 VT_{it} + \varepsilon_{it}$$

Where:

EP: Employees Performance

RP= Role Play

VT = Vestibule Training

$\beta$ = Coefficient

$\varepsilon$ = Error term

**DATA PRESENTATION**

In this study data was obtained through the administration of questionnaires administered to staff of selected Hotels in Kaduna. Two hundred and seventy-two (272) questionnaires were used for the analysis.

Table 1 presents the correlation results on employee performance (EP), Role Play (RP), and Vestibule training (VT). It gives the degree of correlation and the direction of the relationship. The table below shows the correlation result.

**Table 1: Correlation Matrix**

		RP	VT
RP	Pearson Correlation	1	.427**
	Sig. (2-tailed)		.000
	N	272	272
VT	Pearson Correlation	.427**	1
	Sig. (2-tailed)	.000	
	N	272	272

\*\* . Correlation is significant at the 0.01 level (2-tailed); Source: SPSS Output, (2021)

The correlation results shows that all the variables are correlated. Looking at the relationship between RP and VT, it is discovered that there is a positive and significant relationship between the variables. This is justified by a coefficient of .427 and a p-value of .000. RP was also seen to have a positive relationship with performance. Since RP and VT are positively correlated, combining them in training programs can better prepare employees for real-world hospitality scenarios, leading to improved service quality.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.645	.640	1.25419

a. Predictors: (Constant), RP, VT,

Source: SPSS Output, (2021)

From Table 2, the result shows that 64.5% of employee performance is explained by training methods. This is further justified by an R-square of .645, which means a positive effect was established between the variables. The model was seen to have less error as the standard error was not above .3.

**Table 3: ANOVA table**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	764.333	4	191.083	121.478	.000 <sup>b</sup>
	Residual	419.987	267	1.573		
	Total	1184.320	271			

Source: SPSS Output, (2021)

The result from Table 3 shows the overall fitness of the model formulated. The F-statistics, as presented in the table, are 121.478, compared to the critical value of 34.784. We therefore accept that the model is fit. Also, given the significant p-value of .000, it shows that the model is well fitted, as seen from the ANOVA table.

**Table 4 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.974	.916			5.431	.000
RP	.422	.045	.466		9.364	.000
VT	.126	.052	.143		2.415	.016

Table 4 shows the regression results on the relationship between EP, RP, and VT. The results show that RP has a positive and significant effect on EP with a coefficient of .422 and a p-value of .000. VT was seen to have a positive and significant effect on EP with a coefficient of .126 and a p-value of .016. Given its stronger effect on employee performance, HR managers should emphasize role-play training for employees, especially in customer service roles, to enhance problem-solving and interpersonal skills. Although its impact is smaller, vestibule training still significantly improves employee performance. Hotels should use this method for technical and operational staff to ensure they are well-prepared before assuming job responsibilities.

**Table 5: Test of hypotheses**

SN	Hypotheses	P – Value	Decision
1	Ho <sub>1</sub>	.000	Reject null hypothesis
2	Ho <sub>2</sub>	.016	Reject null hypothesis

Source: Researcher's Compilation

Given the decision rule, the table from the analysis shows that all of the study's null hypotheses were rejected.

## DISCUSSION OF FINDINGS

- i. The first finding of the study was between role-play training methods and employee performance, and it was discovered that about 65% of employee performance was explained by training methods. This result shows that as training methods increases in the organization, so, will the performance level of employees. This finding is in line with that of Zahiruddin et al (2012) and Tai (2014) who also found a significant effect of role play on employee performance.
- ii. The study discovered that Vestibule training has a significant effect on employee performance in hotels in Kaduna state. This shows that, Vestibule training is an important component for employees that needs to be improved upon, similarly to the findings of Harvey, (2012) and Hameed (2011).

## Recommendations

Consequent upon several revelations from the research conducted, there is need to make some recommendations, which are stated below.

- i. Management of these selected hotels in Kaduna should stimulate role play training that workers require to improve their performance and capabilities, which consequently increase organizational performance as well. The training should be designed on the basis of organization specific needs and objectives. Employees can be taken to a specific location and placed in a simulation where they can play different roles to identify and learn the functioning of such positions in the organization. Managers should design role-play exercises that closely mimic real workplace challenges to enhance problem-solving and decision-making skills.
- ii. Management should encourage vestibule training in order to impact knowledge and skills that will enhance employee performance and the organization in general. Training: Simulations, virtual reality, and e-learning tools can make vestibule training more engaging and applicable to real job functions. Also, managers of these hotels can improve performance by Establishing a dedicated vestibule training area that mirrors the actual work environment will help employees transition smoothly from training to job tasks.

Given the scope of the study, further research can examine other forms of training methods in order to identify which method also have a high effect on the performance of employees so as to better advise management on the best method to apply.

## REFERENCES

- Aderibigbe, J. K., & Dunmade, I. (2019). Industrial attachment as a form of skills and technology transfer. *Journal of Training and Development Studies*, 5(3), 112-119.
- Ahmed, S., Mohammed, A., & Suleiman, B. (2022). The effect of training on the performance of public administrators during the COVID-19 pandemic in Federal Capital Territory (FCT), Abuja. *Journal of Public Administration and Governance*, 14(3), 45-62.

- Ameen, A., & Batool, S. (2021). The role of human factors in achieving organizational goals. *Human Resource Management Journal*, 10(4), 289-303.
- Beardwell, J., & Holden, L. (2021). *Human Resource Management: A Contemporary Approach*. London: Pearson Education. 231-234
- Boella, M. J., & Goss-Turner, S. (2022). *Human Resource Management in the Hospitality Industry*. London: Routledge. 132-211
- Bontis, N. (1998). Intellectual capital: An exploratory study that develops measures and models. *Management Decision*, 36(2), 63-76.
- Brown, K. (2020). *Simulation and Skill Development in Employee Training*. *Management Review Journal*, 18(2), 45-60.
- Champathes, M. (2016). The impact of training on job satisfaction and organizational performance. *Journal of Business Studies*, 12(6), 145-158.
- Daqar, A., & Constantinovits, M. (2021). Human resources as a critical asset in organizational growth. *International Journal of Business Research*, 14(2), 176-190.
- Davis, L., et al. (2022). *Effective Employee Training Techniques: A Comparative Study*. *Training & Development Journal*, 30(4), 112-130.
- Deborah, A., & Ofori, G. (2016). Bridging the gap: The role of training in employee performance enhancement. *African Journal of Management*, 8(2), 98-110.
- Ekanem, C. F., Okoro, S., & Ekpo, A. (2022). Job rotation and employees' performance in public sector organizations: A study of Chukwuemeka Odumegwu Ojukwu University. *African Journal of Business Management*, 16(4), 123-134.
- Farooq, U., & Almaas, T. (2021). Knowledge-based societies and human resources. *Journal of Organizational Development*, 7(5), 233-248.
- Gibson, R., et al. (2020). *Workplace Learning: Trends and Best Practices*. *Global HR Perspectives*, 15(3), 78-95.
- Goswami, R., & Saha, T. (2021). Training and development: Meeting the challenges of technological advancements. *Global Business Review*, 13(3), 215-229.
- Grant, C., & Osanloo, A. (2018). Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your house. *Administrative Issues Journal*, 4(2), 12-26.

- Harrison, T. (2021). *Employee Skill Enhancement through Training Methods*. Journal of HR Research, 21(2), 150-170.
- Hayes, D. K., & Ninemeier, J. D. (2019). *Hotel Operations Management*. London: Pearson. p124
- Hwang, H. & Chu, W. (2017). Descriptive research design: A comprehensive approach for social science research. *Research Methodology Quarterly*, 11(2), 89-104.
- Johnson, M. (2019). *Developing Interpersonal Skills through Role-Play Training*. Communication Studies, 12(1), 90-108.
- Kotler, P. (2016). *Marketing Management*. Upper Saddle River, NJ: Prentice Hall. p78
- Miller, G. (2020). The simulation effect: How vestibule training transforms employee readiness. *Journal of Vocational Education and Training*, 6(4), 332-348.
- Miller, J., & Clark, S. (2020). *Technical Training Methods in Modern Industries*. Business Training Quarterly, 19(3), 200-220.
- Noe, R. A. (2018). *Employee Training and Development* (8th ed.). New York: McGraw-Hill. p125
- Olabiyi, O. (2020). Perception of craftsmen on enhancing job satisfaction through vestibule training in construction industries in Lagos State. *International Journal of Vocational Education and Training*, 18(5), 203-215.
- Resty, H., & Nova, R. (2022). The effect of job rotation and training on employee performance at PT. Pegadaian (Persero) Palembang regional office. *Journal of Organizational Studies*, 25(1), 98-110.
- Rowden, R. W., & Conine, C. T. (2023). Training and development for performance improvement in the hospitality industry. *Hospitality Research Quarterly*, 9(1), 45-59.
- Sage Publications. (2015). *The essentials of sampling methods in social research*. Sage. p78
- Schultz, T. W. (1961). Investment in human capital. *The American Economic Review*, 51(1), 1-17.
- Smith, J., & Jones, P. (2021). *Improving Employee Performance through Role-Playing Exercises*. *Journal of Workplace Learning*, 27(1), 30-50.
- Stafford, N., Yu, J., & Armoo, J. (2017). Budgeting for training in the hotel industry during economic downturns. *International Journal of Hospitality Management*, 36(2), 67-79.

Taylor, H., & Patel, R. (2022). *Bridging the Gap between Training and Work Environment. Learning & Development Journal, 15(2), 90-110.*

Tharenou, P., Saks, A. M., & Moore, C. (2017). *Training and Development in Organizations.* New York: Routledge. p23

Wei-Tai, L. (2016). The role of training programs in coping with global challenges in the hospitality industry. *Journal of Hospitality Management, 4(2), 118-134.*

Williams, D. (2021). *Understanding Vestibule Training and Its Impact on Workforce Efficiency. Organizational Training Review, 14(3), 56-75.*

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row. p45