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## Influence of Training on Staff Performance in Egyptian Youth Camps

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### Keywords

youth camps  
staff training  
training needs assessments (TNA)  
staff performance

### Abstract

The youth has become a force to be significant in the world of tourism and hotels so the study aimed to provide places for young people and they are the youth camps that were established by the Ministry of Youth and Sports to serve the youth of Egypt. This study concentrates on the nature of the human element that to be active to know youth camp policies and programs related to the development of human resources and how to invest them. In addition to knowing the views of development policies and their actual impact on performance. To achieve this goal, the researcher designed a questionnaire and distributed it to a random sample of employees in the youth camps to know the opinions and perspectives of the employees about the policies used within the youth camps in training. The results of the study proved that the Ministry of Youth and Sports did not continuously provide training courses for employees in the youth camps sector, as the study also provided the importance of training and its impact on the performance of employees. The study recommended the development of a complete plan to train employees within the youth camps in all disciplines and to provide the opportunity for all employees to take training courses with the necessity of contracting with hotel establishments to give training courses to the employees of youth camps.

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## **1. Introduction**

Several factors have contributed to an increase in travel among young people firstly, an expanding international student population; education contributes to an increase in income, education allows new markets to emerge in developing countries secondly, an increasing number of nations are prospering; greater living standards in emerging countries have resulted in more travel chances for these frequently youthful and affluent people (Muller, 2013). The tourism business is evolving into a value web from the old tourism value chain, through a more connected and complicated network; additionally, suppliers and buyers are becoming more easily available (Demeter & Bratucu, 2014).

Value webs connect tourism to other industries, allowing new opportunities to be established. Young people have been observed to embrace such changes since they are willing to try new things, which will lead to new connections (Noe, 2010). There is currently no general agreement on what qualifies a "young" visitor or how to define youth tourism (Richards and Wilson, 2003). However, according to the United Nations, youth tourism refers to tourists aged 15 to 29 years old. They are one of the fastest increasing groups of international tourism, accounting for more than 23% of the approximately one billion visitors travel worldwide each year. As a result, the young tourism segment is seen as a key force with the potential to influence the tourism industry (Noe.2010).

Hostels now often act as social hubs in city districts or rural areas, providing a space for interaction between travelers, and between travelers and the local community (Rishards,2006). They base their unique selling proposition on the fact that they offer a social experience as well as accommodation, and this, in turn, affects the design of hostels themselves. The realization that hosteling is about more than the simple provision of a cheap bed has begun to transform the hostel 'industry' (Brochado et al, 2015). Today, hostels are a key component of the youth travel accommodation mix, they compete directly with budget hotels, apartments, and all other accommodation options in major cities (Wahlberg et al., 2017).

### **1.1.Research aims**

The research aims to measure the influence of training on staff performance in Egyptian youth camps and shed light on youth camps as one of the most important government hotel facilities.

### **1.2.Research problem**

Training is a basic condition for the survival of every company in the competitive market. Execute customer-oriented policies, institutions should invest in training and establish training plans for employees. Another research showed that rising productivity and organizational efficiency are the normal benefits of training. There is a direct relationship between training and employee performance, as the more the employee is trained and could train, the more his affiliation to the institution increases, moreover, enhances commitment, dedication to work, and job satisfaction (Nguyen& Duong, 2020). Institutions are designing training plans for employees to improve productivity and reach the competitive market (Ocen., et al, 2017). Morsy et al. (2016) and Abd- Elzaher (2016) studied training employees in five-star hotels in Cairo and agreed that training employees increase their skills and productivity, and improves performance. There are many other studies that proposed the same meaning

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and their application to five-star hotels in different cities of the Arab Republic of Egypt. However, the researchers did not address youth cities, as they are considered one of the most important accommodation institutions that target young people.

Given the importance of training in developing and improving the performance of employees and the scarcity of studies that dealt with youth camps as a practical application, this study came to bridge that gap and shed light on one of the most important hospitality institutions in Egypt and the first destination for young people is youth camps. Given the lack of experience and shortage of qualifications of employees, it became necessary to study the influence of training on staff performance in Egyptian youth camps.

## **2. Literature Review**

### **2.1. Youth camps definition**

Youth camps have defined a place for accommodation equipped and up to date for health and safety requirements in addition to the variable playground, lounges to practice sports, conference halls for meetings and workshops, library, swimming pool, laboratory, restaurant, and entertainment places (Serry,2018). A youth hostel is a unit of youth service units which is a civil society established by the Egyptian hostels association and has branches in Egypt according to conditions determined by the association of hostel and managed by the management board according to the law of private bodies and its own regulations (Guide to rates and planning standards for services, 2014).

### **2.2. Youth camps in Egypt**

The camps spread in the late 19th century through the idea of a life of emptiness (Serry, 2018). Their goal was to get out of nature and distance from the city because of the freedom from restrictions, a decision was issued by the President of the National Council of Youth on 16/9/2008 on the regulation of the use of youth cities, The strategic plan of the Arab Republic of Egypt (2007-2008 / 2011-2012) includes a wide range of programs for the development of youth services within countries (youth camps guide, 2017).

### **2.3. Staff Training**

The quality of the service depends on the quality of the employees, and the quality of the information, expertise, and ideas that contribute to the survival and growth of the hotel (Malonza and Walaba, 2015). Staff preparation is also necessary in many ways; it improves efficiency because employees are armed with technical expertise, experienced skills, and sound thinking; it also motivates and encourages employees by supplying employees with all the resources they need at work and allowing them to understand how valuable their work is (Yang, 2010).

#### **2.3.1. Types of staff training**

Organizations include the investment viewpoint of the staff training, which sees preparation as a solution to certain challenges, such as poor quality due to lack of qualifications and the circulation of employees who are searching for more useful work (Gazija, 2011). In view of these shortcomings in the abilities of employees,

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when there is a shortage of employment, it is important for the company to provide staff preparation (Olimovich et al., 2020). The systematic training model consists of a simple four-phase model (Micheal, 2009). Identification of training needs, determination of the sort necessary to meet these needs, employment of certified coaches trained to carry out the teaching, and monitoring of preparation to assure success.

On-the-job and off-the-job training will be provided. Training is coordinated on hotel grounds and carried out by a group, monitor, team leader, and manager, as well as professional experts in charge of various training. (Rafik, 2015).

In the meanwhile, training outside the hotel when the trainees take part in training sessions, lectures, and conferences outside the hotel. Training is important for various reasons, and can be separated according to its contents: Firstly, training for rookie employees allows new employees to acquire general knowledge and awareness of the hotel and the basic skills required. Helps to create partnerships between staff and the management team. Secondly, certification of employees after the training – employees get professional certificates after passing theory and practice tests. Thirdly, training on modeling with the aid of human resources and improve operating practices and expand jobs. Fourthly, job-training-the rules and standards of the job are learned, etiquette, and interpersonal treatment methods. This kind of training seeks to educate employees to learn the right way to do their job quicker and more effectively (Gazija, 2011)

### **2.3.2. Staff training benefits**

With simpler procedures and more knowledgeable employees, you can: enhance productivity - improve the quality of work - minimize defects, waste, or customer complaints - favorably affect staff morale and motivation - reduce staff turnover and absenteeism. help your company adapt to change and prepare for expansion - expansion gives you a competitive advantage over your competitors - share can help you attract top talent if your company is seen as one that values and invests in its employees. (Nestoroska& Petrovska, 2014).

### **2.3.3. Measuring the effectiveness of training.**

Efficiency assessment has two primary factors: the preparation schedule and the review of preparation (Borate et al., 2014) . The company would be able to assess if the preparation carried out was successful using the information gained during the assessment (Farjad, 2012). Evaluation of preparation is the only way to assess training efficiency (Rafiq, 2015). Therefore, the company must first define the findings or assessment criteria for evaluating the success of the training program (Noe, 2016). This is achieved by first considering Kirkpatrick's four-level model: response, learning, actions, and outcomes while many models have suggested measuring the efficacy of training (Aziz, 2013). Kirkpatrick's four-level model is the most appropriate and accepted model among the various models used to assess training effectiveness (Xue, 2016). According to Al-Mughairi (2018), the success of training is typically assessed by evaluating a variety of the parameters set out in Kirkpatrick's four-level model of training outcomes. Thus, both the input of the learners on training,

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the learning of expertise and skills, the deployment of acquired skills and knowledge, and the effects of training on the organization, suggest the success of training (Vasudevan, 2014).

The success in preparation gives a full description of what the preparation was able to cover and what it did not cover (Manyika, 2014). The efficacy of training programs in Arab organizations is usually poor due to incomplete analysis of requirements, ineffective programs, inadequate training approaches, and lack of funding and encouragement (Al-Mughairi, 2018). Training and growth in many Arab organizations are not regarded as a significant organizational role that leads to the progress of the company (Altarawneh and Aseery, 2016).

#### **2.4. Training needs assessment**

Gyeltshen et al., (2020) described training needs assessment (TNAs) as a valuable method to promote targeted organizational transformation and adaptation. By deliberately defining and designing a strategy to resolve areas of employee and organizational expertise and skills that require focus to be tailored to internal and external needs, TNAs will promote the enhancement of organizational efficiency and the possibility of organizational survival. Applied as a purposeful planning mechanism for organizational improvement, TNAs will add to the potential of the public institution as a learning organization (Ferreira & Abbad, 2013). TNA includes gathering and reviewing data to help decision-making as to whether the preparation is the right way to increase employee performance, which should be trained, and what should be taught (Clarke, 2003). Aketer (2020) suggests that TNAs can regularly gather, evaluate and view data on employee, community, and organizational skills gaps. Currently, TNAs have been important tools in the quest for ways to boost corporate efficiency (Bowman & Wilson, 2008). TNAs can be central to the creation of a training regime (Ferreira & Abbad, 2013).

TNAs advocate the successful promotion of educational systems (Gyeltshen et al., 2020). In order for TNAs to be successful, organizational performance concerns must be analyzed, measured, and understood. Both solutions, not just preparation, need to be considered before results and prospective solutions are presented to management. Therefore, requires tests should be carried out with caution in a diagnostic way (Ferreira & Abbad, 2013).

##### **2.4.1. Benefits of training needs assessments**

Makransky et al., (2019) outlined the significance of the assessment of training needs for organizations as follows:

1. It investigates ways in which the expertise, power, and ability of the company can be strengthened.
  2. It helps companies to produce greater performance by allowing optimal use of capital.
  3. It points out the importance of preparation for staff, as the evidence collected from the evaluation shows the training criteria.
  4. It aligns the corporate priorities with the preparation.
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5. It points out criteria that need to be met for an ideal degree of competence.
6. It pays to operate in environments where employees need to improve their skills.
7. It defines the collection of expertise or information required by employees in order to meet organizational objectives.

### **2.5. Staff performance**

At its most basic level, the process aspect of performance, i.e. behavioral interactions, may be differentiated from the desired results of performance (Pradhan & Jena, 2017). Employee performance is frequently assessed in terms of outcomes. However, it may be viewed in terms of behavior (Al-Otaibi, 2020). According to Dessler (2011) employee performance is measured against the organization's performance standards. There are many elements to consider while evaluating performance (Pradhan & Jena, 2017).

#### **2.5.1. The effect of training on staff performance**

As companies compete in the global economy, the value of distinction based on the expertise, awareness and inspiration of their employees is growing (Aguinis & Kraiger, 2009). Training and learning systems have a significant effect on the abilities of employees, influencing both their level of performance and efficiency, thereby influencing workplace satisfaction (Costen & Salazar, 2011). Higher workforce satisfaction increases job performance while also helping the company achieve a comparative edge and increased employee participation (Okechukwu, 2017).

Training has also been linked with a decrease in work stress and thus a decrease in absenteeism and the turnover of employees (Romanelli et al., 2016). According to Pradhan & Jena (2017), Training not only enhances the efficiency of employees to conduct the current job efficiently but also improves the expertise, skills, and attitude of the employees required for the future job. This leads to superior organizational performance.

### **3. Methodology**

Questionnaires tend to be used for descriptive or explanatory research. Descriptive research, such as that undertaken using attitude and opinion questionnaires and questionnaires of organizational practices to identify and describe the variability in different phenomena. In contrast, the ability to investigate and explain links between variables will be enabled through explanatory or analytical research. Although questionnaires may be used as the only data collection method, it may be better to link them with other methods in a multiple-methods research design. For example, a questionnaire can be complemented by in-depth interviews to discover and understand customers' attitudes (Saunders et al., 2009). Researchers use questionnaires to measure knowledge, attitudes, emotion, cognition, intention, or behavior. This approach captures the self-reported observations of the individual and is commonly used to measure individuals' perceptions (Rattray and Jones, 2007). The questionnaire has to be well structured and must deliver an effective image to respondents if we want the answers to be more reliable as possible (Don, et al., 2009).

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Ministry of state for youth affairs has 11 youth hostels in Egypt served youth of Egypt only are equipped with the latest equipment to imitate the five stars hotels and you can find it in : (youth camps guide,2017)

**Table (1):**

<b>N</b>	<b>Youth city place</b>	<b>Name</b>
1.	Sharm Elsheikh	Sharm elsheikh youth camp
2.	Hurghada	Hurghada youth camp
3.	Luxor	Luxor youth camp
4.	Aswan	Aswan youth camp
5.	Ras elbar	Ras albar 1 youth camp
6.	Ras elbar	Ras elbar 2 youth camp
7.	Alexandria	Abu qir youth camp
8.	Arish	Arish youth camp
9.	Portsaid	Portsaid youth camp
10.	Elwady elgadid	Elwady elgadid youth camp
11.	Elminia	Elminia youth camp

Source: **Developed by the researchers.**

### **3.1. Research population**

The study focused on the youth camps that are most welcoming to visitors, where the study community consists of employees in the following youth camps: (Luxor, Aswan, Hurghada, Sharm\_Elsheikh and Alexandria) .

One questionnaire was designed, distributed, and directed to employees of youth camps. The questionnaire included 30 statements about the influence of training plan on staff performance and. The research used a 5-point Likert scale. The questionnaire included socioeconomic attributes such as age, gender, occupation, marital status, education and experience. In order to collect opinions and suggestions about the research tool, a panel of experts in the hospitality management field was consulted. The research adopted validity to ensure the data collection instrument validity. Through this method, each research objective was matched with its question. In addition, factor analysis was used to improve the strength of components.

### **3.2. Sampling frame**

The field study of the research was done using a sample of employees of youth camps in Egypt. The questionnaire was distributed from 15 April to 30 July 2019. One hundred fifty forms were distributed and designed by “Google documents” were returned. One Hundred twenty-two forms were distributed (randomly) to employees. The questionnaire was directed to the youth camps employees. These youth camps are:

Table (2)

1. Luxor youth camp	60 forms
2. Aswan youth camp	16 forms
3. Hurghada youth camp	14 forms
4. SharmElsheikh youth camp	25 forms
5. Alexandria youth camp	35 forms
<b>Total</b>	<b>150 forms</b>

A number of 150 forms were distributed to the employees in a random manner. Responses were received from 122 valid forms for statistical analysis, at a rate of 81.3%.

Those youth camps were specifically chosen, as there is an internal regulation in the Ministry of Youth and Sports that divides youth camps into categories A, B, and C. The youth camps referred to are located in Category A

### 3.4. Validity and Reliability of the survey instrument

The questionnaire was initially pre-tested for its validity by some youth camp employees in investigated youth camps. The researcher used Pearson correlation test to determine the internal consistency of all statements and ensure that it valid to analyze. Results in table (3) showed that there is a positive significant correlation of 0.05 degrees between questionnaire statements, which correlation degree was 0.69. In addition to professors at the hotel studies department in the faculty of tourism and hotels, Minia university to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestions obtained from the pre-test were used for rewording the instructions and layouts of the questionnaire.

Table3: Internal consistency for investigated questionnaire

Number of statements	Corr.	P. Value
<b>30</b>	0.69	0.003*

\*significant at 0.05 or less

For all scales, the Cronbach Alpha correlation coefficient was calculated to determine the internal consistency of the scale. The computation of Cronbach alpha is based on the number of items on the survey and the ratio of the average inter-item covariance to the average item variance. The reliability coefficient of 0.50 or higher is considered "acceptable" in most social science research situations. The Cronbach Alpha reliability was computed and the tests showed that the reliability coefficients for all the instruments were above 0.70, which indicates that the instrument is reliable for being used.

For this study, the questionnaire Cronbach alpha for all variables survey instruments is presented in table (4) as follows

Table 4: Measuring reliability degree for the questionnaires

Questionnaire	Item	Alpha Cronbach's
youth camps employees	30	0.799

The previous table indicates that Alpha Cronbach's greater than or equals 0.70 = ".799" for youth camps employees questionnaire which indicated that there are an internal harmony in the questionnaires' statements and the correlation coefficient between every section of questionnaires and other sections is extremely reasonable. Therefore, the researcher has ensured that all statements from youth camps employees' questionnaires are reliable and suitable to analyze.

### 3.5. Demographic data

This section includes five personal data (gender, age, level of education, job entitled, and finally years of experience. These data aimed to recognize the demographic data of youth camp employees. The results are shown in Table (5).

Table (5): Demographic data

Demographic Data	Attribute	Statistics		Rank
		Freq.	%	
Gender	Male	87	71.3	1
	Female	35	28.7	2
<b>Total</b>		122	<b>100%</b>	
Age	Less than 30 years	52	42.6	1
	From 30-40 years	34	27.9	2
	From 41 – 50 years	23	18.9	3
	More than 50 years	13	10.7	4
<b>Total</b>		122	<b>100%</b>	
Educational level	Secondary degree	6	4.9	3
	Average degree	17	13.9	2
	University Degree	76	62.3	1
	Master Degree	21	17.2	4
	PhD degree	2	1.6	5
<b>Total</b>		122	<b>100%</b>	
Job entitled	Receptionist	33	27	1
	management supervisor	6	4.9	8
	Supervisor	28	22.9	2
	HR specialist	9	7.4	4
	Trustee	2	1.6	10
	account	6	4.9	7
	youth specialist	3	2.5	9
	youth camp Manager	7	5.7	5
	catering supervisor	21	17.2	3

	statistics specialist	7	5.7	6
<b>Total</b>		122	<b>100%</b>	
Years of Experience	Less than 5 years	49	40.2	2
	From 5-10 years	35	28.7	1
	From 10 – 15 years	22	18.0	3
	More than 15 years	16	13.1	4
<b>Total</b>		122	<b>100%</b>	

**Table (6) Statements of Questionnaires**

N	Statements	Mean	SD	P value	R
1.	Youth camps define the expected objectives of training programs and there is a way of measuring the impact of training and following the trainees after the end of the training period	2.81	1.369	*0.000	22
2.	There is a complete plan for the training to improve the skills in the field of your specialization which is connected to strategic objective in to youth camps	2.61	1.223	*0.000	24
3.	Training materials satisfy all needs of employees which relate to his job	2.49	1.228	*0.000	26
4.	There are some people in youth camps who are employed to train and set training plans and training program for trainees	2.42	1.304	*0.000	28
5.	Employees in youth camps need training	3.77	1.425	*0.002	3
6.	Applying the foundation of competition in the cyanidation for the authorized training program from the ministry of youth and sports	3.22	1.210	*0.000	14
7.	Place of work satisfies the needs of the necessary training for the work performance continuously and properly	2.98	1.182	0.036	19
8.	Training needs should be defined for employees through the continuous evaluation of performance	2.87	1.098	*0.000	21
9.	Training needs should be defined through the comparison of the expected performance	2.90	1.024	0.000	20

10.	The followed way in defining the training needs according to personal relationship	3.28	1.261	0.000	13
11.	The followed way in defining the training needs according to discipline and priority	3.05	1.285	0.000	17
12.	The followed way in defining the training needs according to work needs	3.01	1.209	0.000	18
13.	The ministry of youth and sports offers continuous training courses	2.41	1.310	0.000	29
14.	Choosing trainees is done according to a clear criterions	2.80	1.176	0.062	23
15.	Choosing trainees is done according to the annual performance report	2.48	1.100	0.000	27
16.	Training courses are designed to match the actual need of the trainees	3.13	1.192	0.000	16
17.	The trainers from the ministry of youth and sports are more understanding of the needs of trainees than external trainers	3.76	1.177	0.000	4
18.	The experience of trainers affects the change of the conduct attitude of the trainees towards a better performance	3.94	1.116	0.000	2
19.	Modern ways are used in training	3.41	1.162	0.000	12
20.	Enhancing the spirit of work during the training program	3.67	1.236	0.036	6
21.	The introduced training program is connected to the career path of the employee	3.20	1.354	0.000	15
22.	The training program contributes in obtaining new skills for the employee	3.53	1.100	0.000	9
23.	The training program contributes in obtaining conduct attitudes of the employee which helps in performance	3.61	1.040	0.000	7
24.	There are training opportunities available for all employees in the youth camps	2.40	1.271	0.000	30
25.	The training program contributes in developing the employee`s performance	3.42	1.334	0.000	11
26.	After finishing the training course the trainier can apply	3.75	1.031	0.000	5

	what he have learn				
27.	Training plans are evaluated which are received by the employees within the ministry of youth and sports to know whether the training was successful or not	2.55	1.318	0.062	25
28.	Satisfaction of staff is improved after finishing of training program ,which create a sense of loyalty to the place of work	3.52	1.077	0.000	10
29.	Training courses reduce the daily red tape	3.56	1.053	0.000	8
30.	Training plays an important role in developing and improving staff performance	4.03	1.178	0.000	1
<b>Average mean</b>			3.15		

#### 4. Results

According to the results shown in table (5) The responses of the respondents about gender were 71% males, 28% females, 42% aged less than 30 years, and 27% aged 30-40 years. The lowest percentage was 10% of those aged more than 50 years. Regarding their need for training, their answer was positive, with 3.77 mean, and this agrees with the (Lazazzara & Bombelli ,2011) that young people are the group that needs training more than older, as older have gained experiences during their large period of work.

According to the results shown in Table (6), the respondents agreed on twelve statements from all statements, which are arranged according to their means as follows:

- The statement “Training plays an important role in developing and improving staff performance" has got the highest percentage of agreement from the respondents at (Mean=4.03) This indicates that training has an important role in developing and improving the personal performance of the employee, which affects the performance of the facility as a whole, and this is consistent with (Rahayu et al, 2019).
- The statement “The experience of trainers affects the change of the conduct attitude of the trainees towards a better performance" at (Mean=3.94) The respondents' responses were positive in this sentence, and this indicates that the trainer's experience and methods of dealing with the trainees affect them as the trainer is a role model for them and has the greatest impact on developing their performance for the better This agreed with Pedram et al. (2020).
- The statement “Employees in youth camps need training" at (Mean=3.77) The respondents' answers on this point were positive, which indicates that

employees in the youth camps sector need continuous training, as training is a necessary performance to renew the performance of all employees for growth and organizational success, and that the employee will become more efficient and productive if he is trained and this is what (Elnaga&Imran, 2013) agreed upon.

- The statement of “The trainers from the ministry of youth and sports are more understanding of the needs of trainees than external trainers" at (Mean=3.76) The answers of the respondents here were positive, and this indicates that the trainers from within the Ministry of Youth and Sports are more understanding of the needs of the trainee as the internal trainer is familiar with the nature of the work that the employee does and what are the deficiencies that he needs to train and develop in it, which positively affects the success of the institution, advancement, and progress and this What was also agreed upon (Elnaga&Imran, 2013).
  - The statement “After finishing the training course I think now I can apply what I have learned” at (Mean=3.75) The answers of the respondents on this point were positive, and this indicates that the employees are aware of what they should do after the training process, as the employee feels highly efficient and confident after learning how to do his work to the fullest and how to develop himself in his field of specialization and it has been found that the training courses provided work on Upgrading employee skills and increasing production efficiency and this is confirmed by (Barzegar&Farjad,2011).
  - The statement “Enhancing the spirit of work during the training program" at (Mean=3.67) The respondents' answers were positive at this point, and this indicates that the trainee feels the strengthening of team spirit and teamwork spirit while receiving the training course, Studies have shown that training is very enjoyable and is an important element to achieve the greatest amount of effectiveness. This is confirmed by (MacDonald, et al, 2018 & Kumar & Siddika, 2017).
  - The statement “The training program contributes in obtaining conduct attitudes of the employee which helps in performance” at (Mean=3.61) The answers here were positive, and this indicates that the training helps the employee to acquire the behavioral skills that help in raising the general performance and that the training aims to change the employee’s behavior for
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the better and that the employee will be more efficient when he has the knowledge and skill to do the task, and this is agreed with Kumar and Siddika (2017).

- The statement "Training courses reduce the daily red tape" at (Mean=3.56) Here, the respondents' answers were positive, and this indicates that training reduces the daily routine. Training and development of employees is a strategy for learning knowledge and acquiring special skills. It is also necessary to enhance work capacity, which will improve job performance, and this is what he indicated and agreed with Falola et al. (2014).
  - The statement "The training program contributes to obtaining new skills for the employee " at (Mean=3.53) the respondents' answers were positive at this point, and this is undoubted that training enables the employee to learn new skills and gain experiences. The effectiveness of training depends on the training content because the training content indirectly affects the trainee's acquisition of new skills, and this result is agreed with Ibrahim et al. (2020).
  - The statement of Satisfaction of staff is improved after finishing of the training program, which creates a sense of loyalty to the place of work" at (Mean=3.52) The answers of the respondents here came in agreement with this statement, as training improves the level of employee satisfaction, which increases the employee's affiliation with the institution and also increases the level of loyalty to the institution, which gives the employee the energy to show his best, and this is agreed upon by (Gazija,2011) that training improves employee performance, increases his satisfaction and is reflected Also, successful training on the customer receiving the service, which increases the strength of the competent institution.
  - The statement of " The training program contributes in developing the employee`s performance" at (Mean=3.42) The answers of the respondents here came in agreement with this statement as the training contributes to the development of the work that the employee carries out and increases his efficiency in performing his duties and this is agreed upon and confirmed by (Costen & Salazar, 2011) Training and learning systems have a significant effect on the abilities of employees, impacting both their level of performance and efficiency, thereby impacting workplace satisfaction. In addition, According to paradhan& Jena (2017), Employee capabilities change through
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successful training programs. It not only enhances the overall efficiency of the employees to conduct the current job efficiently, but also improves the expertise, skills and attitude of the employees required for the future job, thereby leading to superior organizational performance, improving employee skills through training and enabling them to successfully execute the job-related job and achieve strong objectivity.

- The statement of "Modern ways are used in training" at (Mean=3.41) The answers of the respondents here were positive on this statement as most of the respondents agreed that modern methods and methods of training are followed and used in the training programs provided to them.

On other hand, the respondents disagreed on seven statements from all statements, which are arranged according to their means as follows:

- The statement of "There is a complete plan for the training to improve the skills in the field of your specialization which is connected to strategic objective in youth camps" at (Mean= 2.60) The answers of the respondents here were negative (not agree) about the existence of a complete training plan to improve skills in the field of specialization, which is related to the strategic goal of youth camps, and here (Nagassa,2020) disagreed and emphasized that training improves the performance of all employees for the sake of the institution's growth and success. Good makes employer more productive, efficient and experienced, which gives the organization a competitive advantage. (Perez-Soltero et al, 2019) emphasized that institutions pay millions of dollars for training to help them achieve a competitive advantage, as training generates experience and expertise that separates good institutions from employees as well. Therefore, the researcher believes that there is a need for a complete training plan to improve the skills of employees in youth camps, which gives youth camps a great competitive advantage.
  - The statement of " Training plans are evaluated which are received by the employees within the ministry of youth and sports to know whether the training was successful or not " at (Mean= 2.55) The answers of the respondents here were negative (not agreeing) about the evaluation of the training that you receive within the Ministry of Youth and Sports to see if the training was successful or not, as (Noe,2010) disagreed about the importance of evaluating the training and confirmed that the evaluation of training is
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valuable to the institution, as it shows the effectiveness of the training and what are the results Which training brought out for the institution .

- The statement of “Training materials satisfy all needs of employees which relate to his job" at (Mean= 2.49) the answers of the respondents here were negative (not agree) about that the training materials satisfy all the employee's needs that are related to his work. The (Tracy&Stewart, 2020) disagreed here as he emphasized that the trainee is the major stakeholder in the training process and that any training program is developed for the employee or the trainee. (Malonza and Walaba,2015) also confirmed However, employee training is necessary in order to motivate him to perform his work, provide the employee with all the resources he needs, meet all his work-related needs, and allow them to understand the value of their work..
  - The statement of “Choosing trainees is done according to the annual performance report" at (Mean= 2.48) The answers of the respondents here were negative about that the selection of the trainees is based on the annual performance reports, and (tracy&stewart,2020) disagreed about this and confirmed that the training program was developed entirely for the trainee as he is the major stakeholder in the training process and that the training is based on strengthening the trainee’s weaknesses and strengths The employee or the trainee appears through the annual follow-up (annual performance reports). Therefore, the researcher sees that the annual performance reports play an important role in determining the training program that the employee or trainee must take.
  - The statement of “There are some people in your sector who are employed to train and set training plans and training program for trainees ” at (Mean= 2.42) The respondents' answers were negative (disagree) at this point, and this means that there are no people within your departments for training and developing training plans and training program for the trainees, and this contradicts the opinion of both (Trel’ová & Olšavský,2017 , Jain & Sharma , 2019 and Kerdpitak & Jermstiparsert , 2020 ) as they emphasized that the success of any organization depends mainly on the quality of human resources and the availability of people whose task is Setting training plans and training program for trainees and setting up a file for each employee explaining the deficiencies that the
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employee needs to be trained in. The availability of training and development programs for the organization gives it a competitive advantage..

- The statement of “The ministry of youth and sports offers continuous training courses” at (Mean= 2.41) The respondents' answers were negative (disagree) at this point, and this means that the Ministry of Youth and Sports does not offer training courses continuously, and this disagreed with the opinion of (Odehalshawabkeh & Alsawalhah, 2019), as he emphasized that according to the dynamic developments in the field of work, the organization must develop its human resources and provide training courses for all Employees in all departments, and that strategic training is a vital way to increase employee efficiency and effectiveness at work..
- The statement of “There are training opportunities available for all employees in the youth camps" at (Mean= 2.40) The respondents' answers were negative (disagree) at this point, and this means that there are no training opportunities available to all employees within the youth camp, and this contradicts the opinion of (Odehalshawabkeh & Alsawalhah, 2019), as he emphasized that the training strategy is in the formulation of the training strategy on the basis of achieving the goals of the institution Organizations must adopt training programs for all employees in all departments to create employee efficiency in fulfilling their various duties and responsibilities.

#### 4.1. Relationships between Research Variables

Studying relationships between thesis variables is important to identify the degree of effectiveness for training on employees performance. The researcher chooses correlation analysis (R), and Multiple Regression Model to study relationships between thesis variables.

##### 4.1.1. Correlation relationship

Hypothesis 1: There is a significant correlation on 0.05 degree between training and employees performance.

Table 7: Person correlation between training and employees performance.

(Independent variable)	Statistics	employees performance (Dependent variable)
	Correlation	0.694

<b>Training</b>	p-value	0.003
	N	122

\*\* Significant at 0.05 or less

The tabulated data in Table (7) show that there is a significant correlation, at the 0.05 level, between training and employees performance. According to this result, it could be reject "H0" and accept the "H1" that there is a significant correlation on 0.05 degree between training and employees performance. Barzegar and Farjad (2011) agree that training improves the employee’s skills and develops the performance in his field of specialization, which makes the training positively influence the employee’s performance.

**4.1.2. Effectiveness (regression) relationship:**

Hypothesis 2: There is a significant effect on 0.05 degree for training on employees’ performance.

Table 8: Multiple Regression Model

<b>Factor</b>	<b>Parameters of Regression (B)</b>	<b>T-test</b>	<b>p-value</b>
<b>(Constant)</b>	<b>-2.257</b>	<b>-1.498</b>	<b>.134</b>
<b>training</b>	<b>.251</b>	<b>3.863</b>	<b>.043</b>

\* = significant at  $P \leq 0.05$

It is noticed from table (8), that the values of the Parameters of Regression are less than 0.05. Therefore, hypothesis zero could be rejected and it would be accept alternative hypothesis (H1) that there are significant effect on 0.05 degree for training on employee's performance. According to this result, it could be concluded that conducting training courses will positively effect on employees performance, This result comes in agreement with (Rahayu et al, 2019, Elnaga&Imran, 2013, Kumar & Siddika, 2017and Ibrahim et al, 2020) as they stressed the importance of giving employees training courses to improve their job performance and the extent of the importance of that.

**4.2.Conclusion**

The researcher found that training has an important role in developing the performance of employees (Rahayu et al.,2019), Those working in the youth camps sector need continuous training to raise the efficiency and experience of employees in youth camps and increase the level of employee satisfaction in youth camps (Elnaga&imran2013), Training is very important to help employees improve their performance and develop their skills, in this way(Ibrahim et al.,2020), This research

explains and clarifies the importance of training and its impact on improving the performance of employees and enhancing the work environment and employee satisfaction. The respondents' answers about their academic qualifications were that there are 62.3% of university qualifications and 17.2% of master degree, but they need training to develop their skills and improve their performance at work. The respondents' answers when asked about their training needs were positive at mean 3.77.

### 5. Recommendation

- There must be a complete plan for training staff within youth camps in all disciplines
- After completing the training period provided by the Ministry of Youth, it must put a plan to evaluate this training whether it pays off or not.
- Training topics must be useful for the employee, meet all his needs, and be relevant to the nature of his work. The benefit of taking training courses is to complete the skills and abilities of the employee.
- The Ministry of Youth and Sports should draw up a plan for the selection of trainees that is set out on a basis and be unified on all employees and there should be clear criteria for the selection of trainees announced to all employees.
- In order for the training to be successful, people must be assigned to put training plans and training programs from within the Youth camps Department so that the youth camp administration can establish a scientific basis for training.
- There must be continuous training courses provided to employees in youth camps so that their skills and abilities can be developed to enable them to work within that great edifice.
- Providing opportunities for all employees to take training courses to improve their performance level for all of them.

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## ملخص الدراسة

أصبح الشباب قوة ذات أهمية في عالم السياحة والفنادق لذلك قام الباحث بتسليط الضوء عن أكثر الأماكن جذباً للشباب وهي المدن الشبابية التي أقامتها وزارة الشباب والرياضة بهدف خدمة الشباب في مصر واستندت هذه الدراسة إلى دراسة طبيعة الدور البيولوجي للعنصر البشري. التعرف على سياسات وبرامج المدن الشبابية المتعلقة بتنمية الموارد البشرية وكيفية استثمارها. التعرف على آراء وسياسات التنمية وتأثيرها الفعلي على أداء العنصر البشري داخل المدن الشبابية.

ولتحقيق هذا الهدف قام الباحث بتصميم استبانة وتوزيعها على عينة عشوائية من العاملين في المدن الشبابية. تم توزيع استمارة المسح للموظفين على عينة عشوائية حيث كان هناك 150 استمارة، منها 122 استمارة صالحة للتحليل الإحصائي بنسبة 81.3%. بهدف التعرف على آراء ووجهات نظر الموظفين حول السياسات المتبعة داخل المدن الشبابية في التدريب وتقييم خطة التدريب المقدمة لهم من قبل وزارة الشباب والرياضة. تظهر هذه الدراسة بعض النتائج على النحو التالي:

- لم يحصل العاملون في المدن الشبابية على دورات من وزارة الشباب والرياضة حيث بلغت نسبتها 82%.
- التدريب مهم جداً لجميع الموظفين لتحسين وتطوير أداء الموظفين حيث يأتي المتوسط الحسابي بنسبة 4.03 مما يعني أهمية التدريب للموظفين.
- تلعب خبرة المدربين دوراً مهماً في تغيير السلوك السلوكي للمتدربين لبيدوا قصارى جهدهم في الوظيفة حيث يأتي المتوسط الحسابي بنسبة 3.94.
- العاملون في المدن الشبابية يحتاجون إلى تدريب لتحسين أدائهم حيث يصل المتوسط الحسابي إلى نسبة 3.77.
- المدربون من الوزارة أكثر تفهماً لاحتياجات الموظفين من المدربين الخارجيين حيث جاءت نسبة المتوسط هنا 3.76.
- تدريب الموظفين على اكتساب مهارات جديدة يساعدهم على تحسين أدائهم حيث وصلت نسبة المتوسط الحسابي هنا إلى 3.53.
- تميل إجابات المبحوثين إلى أن تكون إيجابية في أن البرنامج التدريبي يساهم في اكتساب مهارات جديدة حيث يصل المتوسط هنا 3.53.
- البرنامج التدريبي مهم جداً للموظف حيث يساهم في تطوير أداء الموظف للأفضل حيث جاءت آراء المبحوثين إيجابياً حيث جاءت عند 3.42.
- يجب على وزارة الشباب والرياضة تلبية الاحتياجات التدريبية للموظف حيث اختلفت الآراء في هذا الجزء لا إيجابياً ولا سلبياً حيث يأتي بمتوسط 2.98.
- كانت إجابات الموظف سلبية عن وجود خطة تدريب كاملة لتحسين أداء الموظف في مجال التخصص الخاص به حيث بلغت متوسط 2.60.
- لا توجد استراتيجية لتقييم خطة التدريب المقدمة للموظفين لمعرفة ما إذا كان التدريب ناجحاً أم لا، حيث تكون الإجابات سلبية عند متوسط 2.55.
- موضوعات التدريب التي تقدمها وزارة الشباب والرياضة لا تلبية احتياجات الموظف ولا علاقة لها بطبيعة العمل الذي يقوم به، حيث جاءت اجابات الموظفين لهذه الجملة سلبية عند متوسط 2.49.
- لا توجد معايير واضحة لاختيار المتدربين حيث لا توجد خطة لاختيار المتدربين من قبل وزارة الشباب والرياضة حيث جاء الرد على الاختيار الجزئي للمتدربين بناء على التقارير السنوية سلبية بمعدل 2.48.
- لا يوجد أشخاص داخل إدارة المدن الشباب يقومون بوضع خطط تدريبية وبرامج تدريبية للمتدربين، لذلك لا يوجد أساس علمي للتدريب الذي تقدمه وزارة الشباب والرياضة، حيث أبدى الموظفون رد فعل سلبي على هذا الجزء عند 2.42 متوسط.
- لا توجد دورات تدريبية تقدم بشكل مستمر لموظفي وزارة الشباب والرياضة من قبل وزارة الشباب والرياضة، حيث جاءت الاستجابة لهذا الجزء سلبياً عند متوسط 2.41.
- لا توجد فرص لجميع الموظفين لأخذ دورات تدريبية داخل إدارة المدن الشبابية حيث جاءت الردود سلبية عند 2.40 متوسط.