

**EMPLOYEE TRAINING AND ORGANIZATIONAL PERFORMANCE  
IN SELECTED HOTELS OF KAMPALA -UGANDA**

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS  
AND MANAGEMENT DEPARTMENT OF LEISURE AND HOSPITALITY IN  
PARTIALFULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF BACHELOR'S DEGREE IN TOURISM AND  
HOTEL MANAGEMENT OF KAMPALA  
INTERNATIONAL UNIVERSITY**

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**AUGUST 2018**

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## DECLARATION

I **Nakabiira Aisha** declare that research report is out of my struggle and effort and has never been submitted to any higher institution of learning for award of bachelor's degree in Tourism and Hotel Management.

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### APPROVAL

This to certify that research has been conducted under my supervision and guidance and is submitted to the university with my approval as the university supervisor

Signature..........

Date..........

**SUPERVISOR:** 

## DEDICATION

I dedicate this study to my mother Mrs Kyabalongo Hanifa for the great support towards my education up to this level and to all my brothers, sisters and friends for their time.

## **ACKNOWLEDGEMENTS**

Glory be to the almighty Allah who has given me the strength and ability to undertake this research report.

I would like to express my sincere thanks to my mother and all family friends who have showed their love, encouragement, financial support accorded to me throughout this success May the Almighty Allah reward you abundantly

In a special way I thank my Supervisor for the great support through giving me constant guidance advise and assistance concerning the best way of doing and completing my research.

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### **ABSTRACT**

The study tested the relevant hypothesis, identified the strengths and weaknesses of respondents in relation to employee training and organizational performance, literature review and identified gaps there invaluable theory in the content of the study and generated new information. The examined the level of employee training in selected hotels in Kampala – Uganda. Determined the level of organizational performance in selected hotels in Kampala – Uganda and established if there is a relationship between employee training and organization performance. The research used a descriptive study design where primary data was collected from a population at one point in time. The study was carried out from Serena Hotel using a sample of 80 respondents that included the staff and management of the company.

The study found out that the hotel highly embraces employee training and development as a way of improving their level of competency and motivation. This implies that employee training program is mainly based on equipping employees with the right skills to embark on tasks given to them. Due to effective training, the results showed that the level of employee performance is high and that explains why the company is one of the greatest hotels in Uganda.

Based on the results of the study, it became clear that training and development strategy was a haphazardly carried out activity at Serena Hotel. Training and development have a significant relationship towards performance of employees and organization at large

The business community should embrace employee training as a way of promoting effectiveness of their staff members and encouraging performance as employees be equipped with the necessary skills to carry out job tasks whether at the current and proceeding job placements. There should be more effort put on the semi and quarterly employee training sessions. This helps the supervisors to identify the performance gap earlier in order to save the meager resources the company has.

## **CHAPTER ONE**

### **PROBLEM AND ITS SCOPE**

#### **1.1 Background of the Study**

There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize her human resources effectively. Organizations need to be aware of face more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market. This study, therefore, goes on to discuss one of the core functions of human resource which is training, employee performance, and how the earlier affects the latter (Evans, Pucik & Barsoux 2002). The world is changing rapidly in everyday life. In order to be able to catch up the paces, making the best use of the personnel's abilities became of tremendous significance in the businesses, therefore Human Resource Management needs to be carefully considered and implemented.

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002, 32) and therefore prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts

towards development of organizational human resources. It is ,therefore , in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of employee that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir 2012, 646).

Throughout the world, organizations are facing a lot of problems of employee turnover and employees ineffective performance. For this purpose organizations spend a lot of capital for the improvement of employees' performance without knowledge of which skill is crucial for the employees. Organizations are facing the problem of employee turnover, due to lack of motivation and low employees' satisfaction level. These two factors could be addressed through extending opportunities of learning, developing and imparting on-hand training and workforce experience (Muzffer, 2012; Batool and Bariha, 2012). Therefore an organization which combines its strategy and training and development is regarded as having a good business sense. Recruiting, retaining, training and developing the right and talented people give an organization a competitive edge over its competitors: this is what human resource management is about. It is therefore a great strategic concern to the organization how it manages its people in order to develop their commitment and produce the best out of them for its benefit.

Wilson, (1999), states that "a range of organizational changes has contributed to providing circumstances making the development of Human Resource Management (HRM) both Wilson, (1999), states that "a range of organizational changes has contributed to providing circumstances making the development of Human Resource Management (HRM) both pertinent and possible". The

provision of good and quality goods and services to customers of an organization has necessitated that the employees give out their best and that the organization can rely on their commitment. If employees are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organization they work for, then they need to see visible signs of management's commitment to their training and career needs (Houger 2006).

The quality of the human resource of an organization is essential to its success. Thus, every organization must seek to improve the quality of its workforce. One way of achieving this is through training. The importance of training can only be appreciated with a clear understanding of its direct impact on employee performance. An improvement in employee performance also leads to an improvement in the company's performance. The core strength of any organization comes from its employees (Nasir 2012).

The management of human resources in Africa in general and Uganda in particular is rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2012, 994 – 995). The hotel business in Uganda has become very competitive today, therefore there is need for a strategic plan including competent human resource for quality productivity.

Sheraton hotel and Serena hotel are one of the greatest hotels in Uganda and East Africa. They are recognized as the companies with the best hotel services next to 5 star hotels however both companies are facing competition from growing hotels in town delivering quality services from competent employees. The manner in which these hotels have handled their human resource is the



main concern of this research. Therefore the research will examine the impact of employee training on organization performance.

## **1.2 Statement of the problem**

Most employers in the hotel industry always count the cost training will add to their budget without thinking about the significance of the training for both the worker and the employer. They have the idea that, after the employee has been trained, they will leave their employment for another or they may ask for increase in pay after they have acquired the training. A well trained employee will improve the productivity of the organization, will reduce scrap and rework, less hours will be used in production and employees will be motivated to work if they are trained.

The hotel industry has become very competitive and for one to favorably compete and sustain its competitive advantage, it needs to work on its intellectual capital which is vested in the personnel. If employees are not trained, it may affect the productivity and profitability of the organisation, scrap and rework, more hours will be used and it demotivates the employees. Every employee no matter their educational background or level within the company had benefited from a training program. However, it appears that even though SIC has training programmes for its employee, the training management system is not handled systematically and comprehensively. SIC focuses on few aspects of the training methods which are mainly the underwriting and customer services sections.

The organization also does not use the job rotation method to train employee to be well equipped with various functions in the organization, thus, most employees have remained on one schedule for years without any job rotation. Considering the competitive nature of the insurance industry, there is the need to practice effective training management system to equip employee with the needed skills to be able to function effectively and efficiently. The questions then are: Does SIC offer the appropriate training to employee to help achieve its

objectives? Are these done timely and comprehensively? These prompted the researcher to assess relationship between employee training one performance of hotels.

### **1.3 Purpose of the study**

The purpose of the study was to test the relevant hypothesis, identify the strengths and weaknesses of respondents in relation to employee training and organizational performance, literature review and identify gaps there invaluable theory in the content of the study and generate new information.

### **1.4 Objectives of the study**

#### **1.4.1 General objective**

The primary objective of the study will be to examine the relationship between employee training and organizational performance in selected hotels in Kampala- Uganda. The underlying assumption was that the hotel management is a significant factor in positive or negative determination of organizational performance. This comparison was helpful to hotels seeking opportunities in overseas and assisting them in developing appropriate strategies based on the results.

#### **1.4.2 Specific objectives**

- i. To determine the respondents profile in terms of gender , age, marital status, level of education among other information
- ii. To determine the level of employee training in selected hotels in Kampala – Uganda.
- iii. To determine the level of organizational performance in selected hotels in Kampala – Uganda.
- iv. To establish if there is a relationship between employee training and organization performance

### **1.5 Research questions**

- i. What are the demographic characteristics of respondents and customers of selected hotels in Kampala – Uganda?
- ii. What is the level of employee training in selected hotels in Kampala – Uganda?
- iii. What is the level of organizational performance in selected hotels in Kampala – Uganda?
- iv. Is there a relationship between employee training and organization performance?

### **1.6 Hypothesis**

The study has no significant relationship between employee training and organization performance in selected hotels in Kampala – Uganda

### **1.7 Scope of the study**

#### **Geographical scope**

The research was carried out from two hotel companies that is to say Sheraton hotel and Serena hotel located in Nakasero Kampala district the capital of Uganda. These hotels were selected because they are the greatest hotels in Uganda and are easily accessible by the researcher.

#### **Theoretical scope**

The study was guided by human capital theory by Luo, (2000). According to Luo (2000), the human capital approach regards training as investment in human capital. Thus, training is provided only when the benefit from productivity gains is greater than the cost of training. On the other hand, the technology-based approach regards training as a skill formation process. According to this approach, the expanded training in the contemporary period is driven by the rapidly changing technologies and work reorganization. Thus, training is provided because it satisfies the functional needs of an organization and equally contributes to human capital accumulation or skill formation. These approaches however, to a large extent overlooked the content of

employee training, which could be a resultant effect of training design and training delivery style.

### **Content scope**

The study will explore the concept employee training and its impact on organization performance. It assessed the different employ training programs in organizations, the methods of employee training and its benefits to both employees and organization.

### **Time scope**

The research took a period of two months that is to say from May to August 2018 to complete all objectives.

### **1.8 Significance of the Study**

As an academic exercise, it will afford us the opportunity to contribute knowledge, improve upon our research experience and provide a basis for further research. The study will be beneficial to hotel managers in recognizing the need to train their employees for organizational performance.

This research work is not only going to benefit hotels but any firm that want to sustain its competitive advantage achieved through investment in the human capital of the firm. This is because there is a shift in the world economy from financial base to intellectual capital.

The study is to bring to bear the importance of employee training in the hotel industry and how training equips employee with tools to successfully manage conflict and adopt a client centered attitude. The study emphasizes on how employees would learn to anticipate guest needs, actively listen to client requests, observe customer's behaviour and acts accordingly, and to communicate with guest effectively.



It is also highlighted on training session that would introduce techniques to “win” the clients favour, such as maintaining strong eye contact, handling all guest promptly and smiling and thanking the guest upon his departure.

### **1.9 Operations objectives**

**Training :** Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management

**Training design** - This is the process of creating a blueprint for the development of instruction for a training for positive impact.

**Off-the job training** is a process of acquiring skill and knowledge at a location different from the employee office.

**On-the-job training** is the process of training designed to impart knowledge of job by working under an experienced worker

**Employee is** An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.

**Organization** is social unit of people that is structured and managed to meet a need or to pursue collective goals.. Organizations are open systems--they affect and are affected by their environment

**Performance refers to** the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Concepts, opinions from authors and experts**

Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management.” (Sommerville 2007, 208). “Training, in the most simplistic definition, is an activity that changes people’s behavior.” (McClelland 2002, 7) As discussed earlier Employee Training is an indispensable part of Human Resource

Management activities, more and more companies have realized how important it is to maintain training in the changing and complex work environment.

Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (1962) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organisation (Salas & Cannon-Bowers 2001), but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance.

In fact, there is an increasing awareness in organisations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhance quality and market share, reduce turnover, absence and conflict, (Huselid 1995, Martocchio & Baldwin 1997, Salas & Cannon-Bowers 2000). In contrast, training has been criticised as faddish, or too expensive (Salas & Cannon-Bowers 2000, Kraiger, McLiden & Casper 2004), and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Alliger, et al. 1997, Wright & Geroy 2001).

The knowledge and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems. Most organisations invest in training because they believe that higher performance will result (Alliger, et al. 1997, Kozlowski, et al. 2000). However, the theoretical framework for the relationship between training and firm performance has been subject to considerable debate. Devanna, Formbrun and Tichy (1984) proposed a model which emphasizes the interrelatedness and coherence of human resource management (HRM) policies and performance. According to their model, training and other HRM activities aim to increase individual performance, which is believed to lead to higher firm performance.

Guest (1987) developed a theoretical framework to show how HRM policies can affect human resources and organizational outcomes. The strength of Guest's model is it is a valuable analytical framework for studying the relationship between HRM policies and organizational performance, because it expresses pathways for more careful, clear and ease of empirical testing. He saw commitment as a vital outcome concerned with the goals linking employees with the firm performance as the goal of quality is important to ensure the high quality of products and services. Therefore, training and development policy plan play an importance role in HRM and contribute to improved strategic integration, employee commitment, flexibility and quality. HRM outcomes can then lead to high job performance, high problem solving activity, high cost effectiveness, and low turnover, reduced absences and fewer grievances.

The literature review will focus on the following; employee training in hotel industry, the importance of employee training, benefits of employee training, benefit to the employee, benefit to management, benefit to the organisation, the training process, types of training and employee training in an international perspective.

In modern hotel business, it is all about competence in people, and especially the employees' qualities. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel's survival and development. Therefore, employee training is essential in many ways; it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts; employee training also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are. (Yafang Wang 2008.)

Training and development can be seen as a key instrument in the implementation of HRM practices and policies. (Nickson 2007, 154-155) Successful hotels always include employee training as their important development strategy.

The type of employee training which is best suited to a particular organization depends on a number of considerations. The skill gap to be filled, the job description, the employee present qualification and the challenges faced by the employee in performing his/her job. The approaches that can be used in implementing training fall broadly into two categories namely: on-the job and off-the job techniques, notwithstanding that some of the training techniques cut across (Kempton, 1995).

Adamu (2008) asserts that on-the-job training is designed to impart knowledge of job by working under an experienced worker. The trainer or the experienced worker teaches and advices the trainee on specific methods and techniques of doing the job. In some cases, the trainee is expected to learn by watching the master. The trainee is learning and at the same time working, although the trainee's output will not be much. The procedure is usually unsystematic and most times, it is by trial and error. Baum and Devine (2007) opine that it is better for the organizations to give their employees on the job

training because it is cost effective and time saving. Besides, it helps their employees learn in a practical way.

Off-the job training is a process of acquiring skill and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses and workshops (Kempton, 1995). It permits individuals to leave their primary place of work for a different location. Its advantage includes, the trainee's ability to concentrate, analyse past behaviours and reflect on what has been successful and what has not (Okanya, 2008). This kind of training offers an opportunity to impart knowledge and skills that can be learnt or practiced in a safe and conducive atmosphere.

Kempton (1995) opines that if training is conducted in an organized and systematic way it should be able to develop new attitudes and experiences that contribute to the success of the organization, improve employee morale which would translate to better performance and greater productivity and create a psychological climate which orients the activities of each employee towards achieving the goals of the organization.

Job rotation and transfers (McCourt & Eldridge 2003, 356) as a way of developing employee skills within organization involves movements of employees from one official responsibility to another for example taking on higher rank position within the organization, and one branch of the organization to another. For transfers for example, it could involve movement of employees from one country to another. These rotations and transfers facilitate employees acquire knowledge of the different operations within the organization together with the differences existing in different countries where the organization operates. The knowledge acquired by the selected employees for this method is beneficial to the organization as it may increase the competitive advantage of the organization.



This involves having the more experienced employees coach the less experienced employees (Devanna, Fombrun & Tichy 1984; McCourt & Eldridge 2003, 256; Torrington et al. 2005, 394 - 395). It is argued that mentoring offers a wide range of advantages for development of the responsibility and relationship building (Torrington et al. 2005, 394 - 395). The practice is often applied to newly recruited graduates in the organization by being attached to mentor who might be their immediate managers or another senior manager. This however does not imply that older employees are excluded from this training and development method but it is mainly emphasized for the newly employed persons within the organization.

This is yet another training and development method. This involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization. They are further given a general overview of the organizational working environment including for example working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures.

A training and development method involves presentations by more than one person to a wide audience. It is more cost effective as a group of employees are trained on a particular topic all at the same time in large audiences. This method is however disadvantageous because it is not easy to ensure that all individual trainees understand the topic at hand as a whole; not all trainees follow at the same pace during the training sessions; focus may go to particular trainees who may seem to understand faster than others and thus leading to under training other individuals.

Involves training and development techniques that attempt to capture and bring forth decision making situations to the employee being trained. In

other words, the method allows employees to act out work scenarios. It involves the presentation of problems and solutions for example in an organization setting for discussion. Trainees are provided with some information related to the description of the roles, concerns, objectives, responsibilities, emotions, and many more. Following is provision of a general description of the situation and the problem they face. The trainees are there after required to act out their roles. This method is more effective when carried out under stress-free or alternatively minimal-stress environments so as to facilitate easier learning. It is a very effective training method for a wide range of employees for example those in sales or customer service area, management and support employees.

These are a number of methods which may be used to develop the skills required within an organization. These course and programmes are usually a set of defined and known programmes where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programmes, formal training and programmes can be planned earlier and also plan for their evaluation. Employees may undertake these courses and programmes while completely off work for a certain duration of time or alternatively be present for work on a part-time basis. These programmes can be held within the organization (in-house) or off the job. Off the job is argued to be more effective since employees are away from work place and their concentration is fully at training. Depending on the knowledge needed, organization's structure and policies, the trainers too may be coming within the corporation or outside the organization.

Employee training is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business. (McClelland 2002, 7). With the development of the technologies and the whole business environment, employees are requested to be more skilled and qualified, even if

you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs organized employee training if wants to be competitive among others (Yafang Wang 2008.)

Employee training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own employee, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process. Training of work tasks is one of the main aspects of employee training, including principles at work, professional knowledge and skills, by offering employees these essentials, employee training helps personal abilities match with business requirements. Training could be enormously demanding and should be in-depth; lack of training or poor training brings out high employee turnover and the delivery of substandard products and services (Sommerville 2007, 208).

Employee training enhances the capabilities of employees and strengthens their competitive advantage. Effective training will improve the personal characters and professional abilities. Not only employees, management and organization would benefit from employee training, customers and guests benefit as well, because of the received quality products and services (Sommerville 2007, 210)

According to Sommerville 2007 training increases job satisfaction and recognition of the employee. During the training, employees will be introduced what the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. He also stated that training encourages self-development and self-confidence among employees. After systemized training, employees will understand what important role their jobs play, and with the information, knowledge and experiences obtained during the



training, they will be more confident with their work, so that better services will be provided.

Training also helps to clearly identified career opportunities of employees. Employees gained not only professional knowledge and skills during training, training also broads their choices on setting career targets. They can get the opportunity to get to know other positions, increases the possibilities of promotions in the meantime (Brookes, 1995) It helps the employee become an effective problem solver. Practical experience can be taught and guided in the training; employees will learn the methods of solving problem or complaints during training(Daft, 2003)

It allows the employee to become productive more quickly. By training, employees get familiar with their work tasks, advanced knowledge and techniques which improve their capabilities, increases productivity (Sommerville 2007, 209)

To management, Training aids in evaluating employee performance. People who are responsible for training will find out those employees during training, who are quick learners, who have better knowledge and skills, so that different methods of training can be chosen, therefore, better results will be acquired (Sommerville 2007, 210). It also aids in sustaining systems and standards. Within the training, employees will be introduced to the principles and standards of the hotel, together with the policies and procedures; hence hotel can sustain its standards and system with the help of training (John Leopold et al 1999)

It also helps management to identify employees for promotions or transfers. During the training, employees' abilities and personalities will be easily identified by experienced trainers, or some employees are more suitable for other positions, hotels can adjust and make best use of employees' knowledge and abilities. (Sommerville 2007, 210)

According to Stewart, 1996, training ensures that the people implications of change are raised and understood by the organizational decision makers.

According to Sommerville 2007, Training leads the organisation to improved profitability. Owing to the growth of productivity and better services after training, it is more promised for the hotel to have more profits in return. Brookes, 1995 mentioned that training reduces accidents and safety violations in the organisation. Without organized training and guidance, especially employees who work with dangerous facilities, accidents are easily occurred, training can help organizations to prevent accidents.

Brookes, 1995 also said that training reduces wastage and costly employee turnover. Wastage and damages in different departments are commonly found out in hotel operation, with the help of employee training; unnecessary wastage and damages can be avoided. Regular trainings can decrease work pressures and employee turnover, as a result, less labor cost will be spent and better service can be achieved.

Training also aids in organizational development. Hotels need to develop their technologies and way of working in order to be competitive, and employee training assures the competitiveness, because training will bring good quality, effectiveness and loyal customers to the hotels (Sommerville 2007, 210)

Training and development are often used to close the gap between current performance and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the functions activities of this function is the Identification of the needs for training and development and selecting methods and programmes suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003, 237).

Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. "Training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management." (Sommerville 2007, 208). "Training, in the most simplistic definition, is an activity that changes people's behavior." (McClelland 2002, 7). As discussed earlier Employee Training is an indispensable part of Human Resource Management activities, more and more companies have realized how important it is to maintain training in the changing and complex work environment.

Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Becker (1962) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organisation (Salas & Cannon-Bowers 2001), but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organisations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhance quality and market share, reduce turnover, absence and conflict, (Huselid 1995, Martocchio & Baldwin 1997, Salas & Cannon-Bowers 2000). In contrast, training has been criticised as faddish, or too expensive (Salas & Cannon-Bowers 2000, Kraiger, McLiden & Casper 2004), and there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Alliger, et al. 1997, Wright & Geroy 2001).

As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers (see e.g. Gordon 1992, Beardwell, Holden & Claydon 2004). This has yielded into a variety of definitions of training. For example, Gordon (1992, 235) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

It is worth nothing that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

According to Wognum (2001, 408), training and development needs may occur at three organizational levels namely; (1) strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed (2) tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Research design

The research used a descriptive study design where primary data was collected from a population at one point in time. This design is cheap, less time consuming and easy data collection and analysis. Quantitative research is explaining phenomena by collecting numerical data that is analyzed using mathematically based methods while qualitative research is based on nonnumeric data.

#### 3.2 Target population

The target population was the employee of Sehraton and Serena hotel Kampala. The researcher expects to consider a population of 100 people during the data collection period. This population includes employee mainly in the hotels named

#### 3.3 Sample size

A sample size was selected using simple random sampling and purposive sampling. A representative sample gives results that can be generalized to the study population. The sample was selected using the Solvens Sampling Formula.

$$n = \frac{N}{1 + Ne^2}$$

where n is the sample, N is population, e = 0.05

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 0.05} = 80$$

According to Solvens formula, a population of 100 respondents will give a sample of 80 respondents

**Table I Categories of respondents**

Category	Target Population	Sample size
Sheraton	40	20
Serena	80	60
	<b>100</b>	<b>80</b>

### **3.4 Sampling Techniques**

The researcher used purposive sampling technique to all population groups of the study. Purposive sampling means that the research selects the respondents with the knowledge based on the research objectives. This technique allows the researcher to have required information basing on the set objectives of the study according to Mugenda (2009).

### **3.5 Data collection instruments**

#### **Questionnaire**

Questionnaire was designed in the most understandable way and in simple language for the respondents to understand it. It was both closed ended and open ended. The Closed questions were used because of their ability to reduce any bias and the collection of authentic data important for data analysis.

Questionnaire was used because they are reliable and from the targeted respondents. They are also easy to interpret and easily edited for the purpose of making final decisions.

### **3.5 Data analysis**

The data filled in the questionnaire was copied and analyzed by tallying it and tabling it in frequency tables, identifying how often certain responses occurred and later evaluation was done. The information will later presented in terms of percentages, and frequency polygons like, graphs, pie-charts were used for

presentation. The collected data was entered in a computer package called MS-Excel for analysis.

### **3.6 Validity and Reliability**

#### **Reliability**

Reliability refers to the consistence, stability, or dependability of the data. The reliability of an instrument is increased by identifying the precise data needed and repeated use of the instrument in field testing. In order to ascertain reliability of this study a pilot study was conducted to administrators of the company whereby questionnaire was distributed to respondents. This was done in order to identify questions that might be unclear to them. The questions that give ambiguous answers was revised and formatted again so that they could give reliable answers during the final process of data collection.

#### **Validity**

Validity refers to the extent to which a measurement does what it supposed to do (Kothari, 2003). Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable but if is reliable, it may or may not be valid. In this study data were computerized and checked for its accuracy to make sure that they give valid results. Questionnaire that will not be correctly filled will be dropped out so that they will not give wrong conclusion

### **3.7 Ethical considerations**

It is important during the process of research for the researcher to understand that participation is voluntary; participants were free to refuse to answer any question and may withdraw any time.

Another important consideration, involves getting the informed consent of those going to be met during the research process, which involved interviews and observations bearing in mind that the area bears conflict.

Accuracy and honesty during the research process is very important for academic research to proceed. The researcher should treat the project with utmost care, in that there should be no temptation to cheat and generate research results, since it jeopardizes the conception of research.

Personal confidentiality and privacy are very important since the thesis was public. If individuals have been used to provide information, it is important for their privacy to be respected. If private information has been assessed then confidentiality has to be maintained.

### **3.8 Limitation of the study**

- i. Accessing data was a problem since many respondents may doubt the confidentiality of research project. An introductory letter however was used to persuade the respondent that the research is purely academic.
- ii. Convincing the respondents to respond to the questionnaire was not easy. This however was overcome through hard effort by the interviewer to convince them that the outcome of the study went ahead to help their bank to improve on its efficiency which would in turn be of benefit for them.
- iii. It was hard to find the right respondents willing to provide accurate required information concerning their businesses since the study involves the need for some vital information concerning the company. This however solved by being persistent and use of the best approach to respondents.
- iv. Some respondents were unable to complete the questionnaire by themselves because of failure to interpret the questions. The researcher however mitigated this by appointing research assistants who helped administer some more questionnaires.



## CHAPTER FOUR

### PRESENTATION INTERPRETATION AND DATA ANALYSIS

#### 4.0 Introduction

This chapter presents the results and the findings of the data gathered together with interpretation. It gives the demographic characteristics of respondents and description of the objectives of the study, variables used and testing of pertinent hypotheses as used in this study.

#### 4.1 Demographic characteristics of respondents

This section determines the demographic characteristics of respondents in terms of gender, age, education level and work experience. To achieve it, questions were asked to capture these responses. Frequencies and percentage distributions were employed to summarize the demographic characteristics of respondents as shown in table 1, 2, 3 and 4.

##### 4.1.1 Gender of the respondents

The study collected data regarding the gender differences of respondents. The findings are presented in table 1 below.

**Table 1 Gender Distribution of the Respondents**

		Frequency	Valid Percent
Valid	Male	59	73.6
	Female	21	26.4
	Total	80	100.0

Source: primary data 2018

The findings from Table 1 revealed that in regard to gender, majority of the respondents 59 (74%) were male while 5 (26%) of them were female. This suggests that the male are dominant in this industry compared to their female counterparts. This could be attributed to the multitasking capacity of the male employees.

#### 4.1.2 Age Distribution of Respondents

The study collected the age differences of the respondents and the findings are presented in table 2 below.

**Table 2 Age Distribution of Respondents**

	Frequency	Valid Percent
Valid 25 and below	30	36.8
26-36	38	47.4
37-47	12	15.8
Total	80	100.0

**Source primary data 2018**

The study findings from Table 2 in regard to age distribution revealed that majority of the respondents 38 (47.4%) were within the age group of 26-36 years while 30 (36.8%) of them were within the age group of 25 years and below. Only 12 (15.8%) were between 37-47years. This suggests that the young stars are dominant in this industry, probably because they are considered innovative and enthusiastic in their performance.

#### 4.1.3 Education level

The study collected data regarding the education level of different respondents.

The findings are put in 3 below.

**Table 3 Education Level of Respondents**

Level of education		Frequency	Valid Percent
Valid	Diploma and below	8	10.5
	Bachelors	39	47.4
	Masters	33	42.1
	Total	80	100.0

Source primary data 2018

The findings from Table 3 revealed that majority of the respondents 39 (47.4%) were at Bachelors level, 33 (42.1%) were master's degree holders and only 8 (10.5%) were at diploma level. This signifies that the respondents have attained the basic education to be able to respond to research questions credibly.

#### 4.1.4 Working Experience of Respondents

Data regarding how long the respondents had spent in the organization is given in table 4 below.

**Table 4 Working Experience of Respondents**

		Frequency	Valid Percent
Valid	1-3	34	42.1
	3-6 years	34	42.1
	above 6 years	12	15.8
	Total	80	100.0

**Source primary data 2018**

The findings from Table 4 indicate that majority of the respondents 34 (42.1%) have worked within the hotel for 1-3 years. The same percentage was also reported to have worked with the hotel for 3-6years and only 12 (15.8%) had worked within the industry for over 6 years.

#### 4.2 The forms of employee training conducted at the hotel

The first objective of the study involved making research on the effectiveness of employee training. The researcher made research on the forms of employee training at the hotel and to achieve this objective, respondents were asked to mention the forms of employee training conducted at hotel and their responses were tabulated as seen from table 4.2 below.

Table 4.2: showing the forms of employee training conducted at hotel

<b>The forms of employee training conducted</b>	<b>Frequency</b>	<b>Percentage</b>
Apprenticeship	16	20%
Coaching	28	35%
Lectures	8	10%
Mentorship	20	25%
Seminars and Workshops	8	10%
<b>Total</b>	<b>80</b>	<b>100%</b>

**Source: Primary Data 2018**

Table 4.2 reveals that out of the 80 respondents that aided this study, 20% of them were of the view that one of the forms of employee training conducted at the hotel was through Apprenticeship. According to Leonard, (1977) examined that professional associations, like networks, provide employees an opportunity to stay current in their chosen field. A group of staff meets to discuss books or articles relevant to the workplace/organization., while majority of the respondents 35% most of them from the human resource department and accounting department were of the suggestion the most common form of employee training conducted at the hotel was Coaching. This was further elaborated by Patrick and Bruce, (2000) who argued that the role of the coach is to demonstrate skills and to give the employee guidance, feedback, and reassurance while s/he practices the new skill. 10% of the study population was of the opinion that perhaps Lectures were among the notable forms of employee training conducted at the hotel. This was elaborated more by adding that employees may attend these classes on their own time or your organization may give them time off with pay to attend by Jhamtani and Singh,

(1992) while Mentorship as another form of employee training conducted at the hotel was suggested by 25% of the respondents. Torrington, Hall, and Taylor, (2004) supported this by suggesting that some professional specialties have informal sessions designed to meet the professional development need of the members. Another 10% of the study informants inclusive of managers and executives one in particular, were of the view that Seminars and Workshops were yet other known forms of employee training conducted at the hotel Rothwell and Kazanas, (2004) emphasized more that these are formal training opportunities that can be offered to employees either internally or externally.

#### **4.3 The level of effectiveness of employee training at the hotels**

The study thought information regarding the effectiveness of employee training in selected hotels in Kampala. Several opinions were debated about by the respondents and the findings are presented in table 4.3

**Table 4.3 The level of effectiveness of employee training at the hotels**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
We have a designed program for employee training and development	80	4.04	1.07
Employee are given training to equip them with great skills	80	3.93	0.61
Employee career development is carried out in this organization	80	3.84	0.75
Employee training needs are always identified	80	3.76	1.23
Training is done for the needs to be addressed thorough on job training	80	3.65	1.07
Training is planned and systematic	80	3.46	1.31
Objectives of the training are clearly defined	80	3.41	1.30
The training is based on the organization goals and objectives	80	3.31	1.34
The training motivates employee	80	3.21	1.48
<b>Average</b>	<b>80</b>	<b>3.58</b>	<b>1.12</b>

According to table 4.3, the average mean scores for all employees training dimension show that respondents agree or are satisfied with the level of effectiveness of employee training described in the table (average mean 3.58 std. 1.12). Furthermore the findings show that majority of the respondents strongly agree that hotel has a designed program for employee training and development (mean 4.4 std 1.07).

Table 4.3 shows that most of the respondents agree that Employee are given training to equip them with great skills (mean 3.93 std.06). This implies that employee training program is mainly based on equipping employees with the right skills to embark on tasks given to them. The findings also show that majority of the respondents mean (3.84 std 0.75) agree that the Employee career development is carried out in this organization. The respondents agreed that company does not only cater about organization development but also looks at the talents of the employees and looks forward to development of their careers.

The respondents further agreed that Employee training needs are always identified before setting a training program (mean 3.41 std.1.31). This indicates that the training program is aimed at meeting employee needs. Furthermore the table shows that majority of the respondents agreed that Training is done for the needs to be addressed thorough on job training; (mean 3.65 std 1.07).

The respondents agreed that the training is based on the organization goals and objectives (mean 3.31 std.1.24). They also added that it is effectively planned to achieve organization goals and improve employee productivity. Most of the respondents were not sure if the form of training at the hotel motivates all employee (mean 3.11 std.1.24).

#### **4.4 The level of performance of the organization**

The researcher collected data regarding the level of performance of the hotel and the findings are presented in table 4.4 below.

**Table 4.4 The level of performance of the organization**

<b>performance</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
This organizations operating effectively	80	3.46	1.20
Organization has got a large competitive advantage	80	3.50	1.21
The hotel delivers high quality services	80	3.81	0.93
There is high rate of client satisfaction in this company.	80	3.43	1.17
Customer retention and loyalty is high	80	3.85	0.65
Company records high rates of returns	80	4.23	0.48
The company is making high rates of returns duce high market share. .	80	4.27	0.48
<b>Average</b>	<b>80</b>	<b>3.96</b>	<b>0.89</b>

**Source primary data 2018**



Table 4.4 shows that respondents on average dimensions agreed that the level of performance of Serena is high (mean 3.96 std 0.89). The table shows that respondents agreed that Serena has adequate staff competent enough to deliver quality services (mean 3.50 std 1.21). They further more agreed that this organizations operating effectively (mean 3.46 std 1.20)

The findings on whether Organization has got a large competitive advantage in the hotel industry (mean 4.23 std 0.48). Majority of the respondents strongly agreed and added that Serena Hotel is the most influential hotel company in the industry. They also agreed that that the hotel delivers high quality services (mean 3.85 std 0.85). This indicates that the performance is high with a high market share (mean 4.11 std 0.84).

When respondents were to state if there is high rate of client satisfaction in this company, majority of the respondents agreed reporting that there is high customer retention and loyalty (mean 3.43 std 0.84).

Respondents agreed that the company is making high rates of returns and has high market share in the hotel industry (mean 4.27 std 0.48). This is indicates that the company is operating well due to the competent employees and high quality of services.

#### 4.5 The relationship between employee training and performance

In relation to the major purpose of the study, the researcher sought information regarding the relationship between employee training and performance of the hotel. The findings are presented in table 4.5 below.

**Table 4.5 The relationship between employee training and performance**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is a lot of employee commitment and loyalty in the company	80	3.99	0.39
Training has improved employee competency and skills exhibited in the company	80	3.97	.38
Training has led to growth and development of the company	80	3.61	1.04
Employee training leads to improved employee performance and productivity	80	3.60	1.06
Training has got significant relationship to the company	80	3.50	1.32
Training improves employee flexibility and productivity	80	3.46	1.20
Training has a positive impact on employee performance .	80	4.23	0.48
Training has helped the employees of the company improve	80	4.23	0.48
<b>Average</b>	<b>80</b>	<b>3.91</b>	<b>1.08</b>

Source primary data 2018

Table 4.5 shows that on average mean, respondents are satisfied or agreed that employee training has got a positive relationship towards organization performance of the hotel.( mean 3.91 and std 1.08).

It further stipulates that there is a lot of employee commitment and loyalty in the company (mean 3.99 std 0.39) while majority also agreed that Training has improved employee competency and skills exhibited in the company (mean 3.97std 0.38).

When respondents were asked to give their view on whether employee training has led to growth and development of the company, majority of the respondents agreed (mean 3.61 std 1.04) .This indicates that effective training increases employee productivity leading to organization growth (mean 3.60 std 1.06). Majority of the respondents agreed that Training improves employee flexibility and productivity (Mean 3.46 std 1.20).

## **CHAPTER FIVE**

### **DISCUSSION FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Discussion of findings**

##### **5.1.1 Demographic characterizes of respondents**

The findings from Table 1 revealed that in regard to gender, majority of the respondents 59 (74%) were male while 5 (26%) of them were female. This suggests that the male are dominant in this industry compared to their female counterparts. This could be attributed to the multitasking capacity of the male employees. The study findings from Table 2 in regard to age distribution revealed that majority of the respondents 38 (47.4%) were within the age group of 26-36 years while 30 (36.8%) of them were within the age group of 25 years and below. Only 12 (15.8%) were between 37-47years. This suggests that the young stars are dominant in this industry, probably because they are considered innovative and enthusiastic in their performance.

The findings from Table 3 revealed that majority of the respondents 39 (47.4%) were at Bachelors level, 33 (42.1%) were master's degree holders and only 8 (10.5%) were at diploma level. This signifies that the respondents have attained the basic education to be able to respond to research questions credibly.

The findings from Table 4 indicate that majority of the respondents 34 (42.1%) have worked within the hotel for 1-3 years. The same percentage was also reported to have worked with the hotel for 3-6years and only 12 (15.8%) had worked within the industry for over 6 years.

##### **5.1.2 The level of effectiveness of employee training at the hotels**

According to table 4.3, the average mean scores for all employees training dimension show that respondents agree or are satisfied with the level of effectiveness of employee training described in the table (average mean 3.58



std. 1.12). Furthermore the findings show that majority of the respondents strongly agree that hotel has a designed program for employee training and development (mean 4.4 std 1.07). Table 4.3 shows that most of the respondents agree that Employee are given training to equip them with great skills (mean 3.93 std.06). This implies that employee training program is mainly based on equipping employees with the right skills to embark on tasks given to them. The findings also show that majority of the respondents mean (3.84 std 0.75) agree that the Employee career development is carried out in this organization. The respondents agreed that company does not only cater about organization development but also looks at the talents of the employees and looks forward to development of their careers. Training according to Dessler (2008) is “the process of teaching or giving new employees the basic skills they need to perform their jobs”. This distinction makes it very important that training address the particular tasks that an employee must do. It must be closely tied into work situations and tasks.

The findings are in line with the study by Sommerville( 2007) who asserted that training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management” (Sommerville 2007). He added that The type of employee training which is best suited to a particular organization depends on a number of considerations (Sommerville 2007). The skill gap to be filled, the job description, the employee present qualification and the challenges faced by the employee in performing his/her job. The approaches that can be used in implementing training fall broadly into two categories namely: on-the job and off-the job techniques, notwithstanding that some of the training techniques cut across (Kempton, 1995).

According to (Armstrong, 1996), expressing an understanding of training emphasizes that training should be developed and operated within an

organization by appreciating learning theories and approaches if the training is to be well understood.

The respondents further agreed that Employee training needs are always identified before setting a training program (mean 3.41 std.1.31). This indicates that the training program is aimed at meeting employee needs. Furthermore the table shows that majority of the respondents agreed that Training is done for the needs to be addressed thorough on job training; (mean 3.65 std 1.07).

The respondents agreed that the training is based on the organization goals and objectives (mean 3.31 std.1.24). They also added that it is effectively planned to achieve organization goals and improve employee productivity. Most of the respondents were not sure if the form of training at the hotel motivates all employee (mean 3.11 std.1.24).

### **5.1.3 The level of performance of the organization**

Table 4.4 shows that respondents on average dimensions agreed that the level of performance of Serena is high (mean 3.96 std 0.89). The table shows that respondents agreed that Serena has adequate staff competent enough to deliver quality services (mean 3.50 std 1.21). They further more agreed that this organizations operating effectively (mean 3.46 std 1.20)

The findings on whether Organization has got a large competitive advantage in the hotel industry (mean 4.23 std 0.48). Majority of the respondents strongly agreed and added that Serena Hotel is the most influential hotel company in the industry. They also agreed that that the hotel delivers high quality services (mean 3.85 std 0.85). This indicates that the performance is high with a high market share (mean 4.11 std 0.84).

When respondents were to state if there is high rate of client satisfaction in this company, majority of the respondents agreed reporting that there is high customer retention and loyalty (mean 3.43 std 0.84).

Respondents agreed that the company is making high rates of returns and has high market share in the hotel industry (mean 4.27 std 0.48). This indicates that the company is operating well due to the competent employees and high quality of services.

#### **5.1.4 The relationship between employee training and performance**

Table 4.5 shows that on average mean, respondents are satisfied or agreed that employee training has got a positive relationship towards organization performance of the hotel.( mean 3.91 and std 1.08).

It further stipulates that there is a lot of employee commitment and loyalty in the company (mean 3.99 std 0.39) while majority also agreed that Training has improved employee competency and skills exhibited in the company (mean 3.97std 0.38).

When respondents were asked to give their view on whether employee training has led to growth and development of the company, majority of the respondents agreed (mean 3.61 std 1.04) .This indicates that effective training increases employee productivity leading to organization growth (mean 3.60 std 1.06). Majority of the respondents agreed that Training improves employee flexibility and productivity (Mean 3.46 std 1.20).

Training indicates good management and failure to do so become a loss for the manager, telling and showing your employees what to do and how to do it guarantees success and high productivity identifies goals and objectives as well as the skills and knowledge needed to achieve them McGhee et al, (1996).

Training does not only benefit the employee but the employer and the organization as a whole. Some of the benefits of training to the individual, employee and organization as a whole according to (Cole, 2002), Training helps in the individuals' development and growth as well as creating positive attitudes and behaviours in them. Organizations instill in their employees the attitudes and behaviour expected from them which in the long run boost the company's image.

## **5.2 Conclusions**

Based on the results of the study, it became clear that training and development strategy was a haphazardly carried out activity at Serena Hotel. Training and development have a significant relationship towards performance of employees and organization at large. Although the respondents were aware of the various aspects of training and development, there was strategic framework in place as the basis for an operational plan for the training and development strategy even and all respondents indicated that training and development was part of the strategic business plan process of Serena Hotel.

Furthermore, it can be concluded that clear human resource management in general, and training and development in particular at Serena Hotel, should become more closely tied to the needs and strategies of Serena Hotel. As this occurs, training and development at Serena Hotel will be the thread that ties together all other activities and integrates these with the rest of the departments.

It became clear from respondents that the major organizational issue constraining training and development at Serena Hotel was lack of top management support for the training and development programs. Therefore Serena Hotel in its attempt to enhance employee performance, motivation, retention, and morale competition must endeavour to ensure effective training and development strategies across all departments.

Training and development have achieved a high degree of recognition for their importance in helping individuals become better performers and assisting organizations in achieving their goals. The field has become more visible, training processes more clearly defined, and the need for training more evident as societal and technological changes have occurred.

Through designing training and development activities, the benefits outlined in this project work both direct and indirect can be achieved. Further, when



employees learn new skills and acquire new knowledge, they increase their career potential and add extra value to their employers and others whose work is impacted by their performance.

### **5.3 Recommendations**

In the process of carrying out this research the researcher came up with the following recommendations:

The business community should embrace employee training as a way of promoting effectiveness of their staff members and encouraging performance as employees be equipped with the necessary skills to carry out job tasks whether at the current and proceeding job placements.

There should be more effort put on the semi and quarterly employee training sessions. This helps the supervisors to identify the performance gap earlier in order to save the meager resources the company has.

More resources should be allocated in matters concerning employee training in terms of funds for the trainers to carry out good training sessions that can impart knowledge and skills on employees so that they can carry out given work tasks and assignments. .

Employees should also be trained and taught about the merits of employee training exercise because they may think it was only concerned about assessing them to pave way for firing or retrenching them hence having negative attitude towards employee training.

Training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signalling when and how work practices should change. In other words, employees of Serena Hotel should take on the role of organizational change agents (Beer & Walton, 1987). To be effective in this role, the HR manager will need to create a framework for making HR decisions based on Serena Hotel vision and strategic plan.

2. In order to position Serena Hotel for success, management must empower departments in the various branches to engage in training and development. Corporately, three key directions have been identified to assist management in managing the workforce changes. They include:

1. Building Our Potential
2. Strengthening Our Competitiveness
3. Renewing Our Workplace.

The purpose of this is to ensure that Serena Hotel workforce and strategic objectives are aligned to guarantee the delivery of quality programme and services to the public, and that the training would assist in positioning Serena Hotel for the future. Through a collaborative process, each department should develop its own training and development plan, which outlines its critical strategic issues for the next 3 – 5 years as well as proposed strategies to address those issues

#### **5.4 Areas of further research**

For the purpose of filling the missing links and gaps left by this researcher, more research and study was called for from other academicians or researchers on the impact of employee training on performance:

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## Appendix

### QUESTIONNAIRE

**Dear respondent,**

I am a student pursuing Bachelor's degree in tourism and hotel management at Kampala international University. Am currently conducting a study titled **employee training and organizational performance**; You have been selected as a respondent for this study because you are most suited to provide the data required. This is to request you to complete the following questionnaire, assured that the data you provide will be treated confidentially and used aggregately for academic purposes only.

#### SECTION A

#### BACK GROUND INFORMATION

1. Gender

Female

☐

Male

☐

2. Level of education.

(a) Diploma and below

☐

(b) Bachelor

☐

(c) Masters

☐

(d) Others

☐

3. Age Range

(a) 25 and below

☐

(b) 26-36

☐

(c) 37-47

☐

(d) 48-58

☐

(e) Above 58

☐

4. How long have you been working for the institution?

(a) 1-3 year

☐

(b) 3-6 years

☐

(c) Above 6 years

☐

5. Marital status

(a) Married

☐

(b) single

☐

(c) divorced

☐

(d) widowed

☐

## SECTION B: the level of effectiveness of employee training

For the statements below, please rate the extent of your agreement or disagreement with each statement by ticking one of the options provided.

Score	Response Mode	Description
5	Strongly Agree	You agree with no doubt at all
4	Agree	you agree with no doubt
3	Not sure	You are not sure
2	Disagree	you disagree with no doubt
1	Strongly Disagree	You disagree with no doubt at all

Statement	5	4	3	2	1
1 .We have a designed program for employee training and development					
2. Employee are given training to equip them with great skills					
3. Employee career development is carried out in this organization					
4 .employee training needs are always identified					
5 . Training is done for the needs to be addressed thorough on job training					
6 .Training is panned and systematic					
7 .Objectives of the training are clearly defined					
8 .the training is based on the organization goals and objectives					
9 .the training motivates employee					



### The level of performance of the organization

Statement	5	4	3	2	1
1. this organizations operating effectively					
2.organization has got a large competitive advantage					
3.the hotel delivers high quality services					
4. There high levels of losses made in the company.					
5. There is high rate of client satisfaction in this company.					
6.customer retention and loyalty is high					
7.company records high rates of returns					
8. The company is making high rates of returns duce high market share. .					

### The relationship between training and performance

1. there is a lot of employee commitment and loyalty in the company					
2. Training has improved employee competency and skills exhibited in the company					
3.Triaing has led to growth and development of the company					
4. Employee training leads to improved employee performance and productivity					
5. Training has got significant relationship to the company					
6. Training improves employee flexibility and productivity					
7. Training has a positive impact on employee performance.					
8. training has helped the employees of the company improve					

