
THE IMPACT OF EMPLOYEE TRAINING AND CUSTOMER SATISFACTION IN UGANDA. A CASE STUDY OF HOTEL AFRICANA**1 Nassozi Luulu, 2 Lunyolo Florence****1, 2 Metropolitan International University**

ABSTRACT: The purpose of Human Resource Development is to improve the capacity of the human resource through training / learning and performance at the individual, process and organizational levels. By applying a well-ordered and professional human resource training approach to work in the hospitality industry, the skills, knowledge and attitudes of personnel was enriched and overall quality of work performed improved and the result was more customer satisfaction. The present study is an attempt to analyze the Employee training initiatives of the hotel Industry to enhance and sharpen the capabilities of its employees for getting better customer satisfaction. The study was conducted to examine the impact of Employee training in the context of on-job training, scholarships and seminars on customer satisfaction and using a sample of 36 usable questionnaires gathered from employees from hotel Africana. The data collected have been processed and analyzed using Statistical Package for Social Science Program (SPSS 17). The results indicate that employee training affect customer satisfaction. From the findings, there was limited customer complaints at hotel Africana, 6% strongly agreed, 14% agreed, 22% were not sure, 28% disagreed, and 30% strongly disagreed. This implied that there were limited customer complaints at hotel Africana. Every consumer arrives at any organization with a pre-formed set of expectations. The projection might be formed by the previous experiences or through the referrals. Buyers always have some kind of expectations regarding the service or product the company is providing, thus, hotels need to train their employees to read the customers' expectations such that they customers are served according to their expectations.

Key words: employee training and customer satisfaction**Background of the study**

The internal enterprise is characterized by an everlasting competitiveness, market globalization and continual want for improvement of personnel consequently; the survival of hotels in fiercely aggressive markets requires sustainable competitive advantages over different motels in the market (Paul & Kazaara, 2023). as a result, several accommodations try and keep their clients and attract the ones of their competition through 86f68e4d402306ad3cd330d005134dac services and client pride (Christopher, Komunda, et al., 2022).

therefore, schooling sports are a sensible technique lodge use to stay aggressive (Turyatamba et al., 2022). however, best of carrier is naturally intangible and non-standardized while being judged by using exclusive customers (Hartline & Jones, 1996). because of those characteristics, the evaluation of first-rate of service is normally subjective and lies largely with the customers. furthermore, high exceptional of service supplied with the aid of accommodations will spill over onto consumer pleasure (Faridah et al., 2023). The interaction

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between clients and personnel is an essential part of the customer revel in and patron pride (Nelson, Christopher, Teddy, et al., 2022). consequently, efforts to enhance provider great ought to be based totally on management movement or professional education (Emmanuel et al., 2023). A hotel is an status quo that provides accommodations paid on a quick-time period basis. education is the technique of increasing the information and talents of employees for doing specific jobs (Kazaara & Kazaara, 2023). it is a prepared interest designed to create a change inside the questioning and conduct of humans and to enable them to do their jobs in a greater powerful manner. inn Africana commenced in 1997, with a unmarried block of about 40 rooms (Nicholas et al., 2023). resort Africana has multiplied over the years to a lodge complicated with a room rely in excess of 230, an out of doors swimming pool, manicures gardens and a conference complicated the ones seats in excess of 3,500 delegates. The inn is the focal business of the BMK institution of corporations founded by means of the organization handling Director, Bulaimu Muwanga Kibirige. As of November 2007, the resort employed extra than 300 people. The inn is a member of the BMK institution of groups (BMK organization), which includes enterprise pastimes in Uganda, Kenya, Rwanda, Zambia and the humans' Republic of China. group

Objectives of the study

- To examine the type of employee training programs offered by Hotel Africana to employees
- To assess the contribution of training on the effectiveness of employees at hotel Africana.
- To examine the relationship between employee training and customer satisfaction in hotel Africana.

property consists of groups that lease production equipment in Uganda and Rwanda and foreign exchange bureaus in Uganda (Lydia et al., 2023).

Problem Statement

worker training and improvement is identified as important element in the attainment of organizational dreams and objectives. a good way to maintain purchaser delight, it's important to optimize the contribution of education, (Christopher, Moses, et al., 2022). training activities have implications for attempts to motivate and involve the team of workers with an intention of improving patron pride. searching at resort Africana, there may be a shortage of adequate supply of group of workers that is technically and socially capable and able to profession development into professional departments or control positions (Victoria et al., 2023). there is consequently a continual want for the procedure of worker education with a view to attain purchaser delight (Musaibah et al., 2023). despite the sturdy assumptions that place of business schooling impacts customer pleasure, there is a restricted quantity of research in field settings addressing those issues empirically (Musaibah et al., 2023). Therefore, the employee schooling to explore the connection between education manpower and customer pleasure inside the motel enterprise.

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Research questions

- What is the type of employee training programs offered by Hotel Africana to employees
- How has training contributed on the effectiveness of employees at hotel Africana
- What is the relationship between employee training and customer satisfaction in hotel Africana.

Methodology**Research design**

The study applied both qualitative and quantitative approaches, where qualitative solicited wordy responses while quantitative obtained numerical data used as an interpretive technique (Lansford, 2005). The researcher adopted a cross sectional survey design where by different categories of the targeted population was studied at one point in time some respondents were selected by the researcher randomly in order to obtain appropriate information required by the researcher.

Study Population

The study was targeting individuals of Hotel Africana including the employees, Heads of departments, waiters and waitresses and the support staff who are well educated and deemed to posses knowledge about the study, the tour guides, tourism marketing officials and the tourist (Ivan & Kazaara, 2023).

Sample Size

The researcher used the sample size including 1 human resource manager, 8 heads of departments, 15 waiters and waitresses and 17 support staff.

Category	Total population	Sample size
Human resource	1	1
Heads of departments	8	4
Waiters and waitresses	15	13
Support Staff	20	18
Total	41	36

Source: Primary Data**Data collection instruments****Self-administered Questionnaire**

Here, the researcher sent semi structured questionnaires to the respond because they are time saving and convenient for busy people like the human resource manager and the heads of departments. They were also given time to fill in the questionnaires hence giving accurate results to the researcher, the questionnaire was self administered whereby

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after two weeks of submission of questionnaires to the respondents, the researcher went on collecting the questionnaires from the respondents.

Data analysis

After data collection, it was coded and entered into SPSS (Nelson, Christopher, & Milton, 2022). Correctness of data entry was checked. The scale based variables was checked for internal consistence after which the scores was aggregated to obtain mean scores for each respondent per scale variable measure. Descriptive and inferential statistical techniques were used for data analysis (Nelson et al., 2023). Descriptive statistics provides us with the techniques of numerically and graphically presenting information that gives an overall picture of the data collected. In inferential statistics, Pearson's correlation and multiple regression analysis were used to assess both relationships and effects as per the hypotheses of the study.

RESULTS

Presentation and analysis of quantitative data on objective one

Table 1 Showing responses on the type of employee training programs offered by Hotel Africana to employees

Qns	Responses	1	2	3	4	5	Total
							Freq
A1	There in on job training at hotel Africana	20	6	00	8	2	36
		56%	17%	00%	22%	6%	100
A2	Hotel Africana encourages its employees to go for further studies	22	10	4	00	00	36
		61%	28%	11%	00%	00%	100
A3	Hotel Africana Organizes seminars for its workers	00	10	26	00	00	36
		00%	28%	72%	00%	00%	100
A4	Employee training is a daily activity at Hotel Africana	18	12	00	2	4	36
		50%	33%	00%	6%	11%	100
A5	There are trained employees at Hotel Africana	26	8	00	00	2	36
		72%	22%	00%	00%	6%	100
A6	Employees enjoys on job training	20	6	00	8	2	36
		56%	17%	00%	22%	6%	100
A7	On job training is the way to go in hotel businesses	22	10	4	00	00	36
		61%	28%	11%	00%	00%	100

Source: Primary Data

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Basing on the findings revealed in the table above, in question A1, it was interpreted that, There is on job training at hotel Africana, this was supported by the largest percentage 56% of the total respondents, a few respondents stood in disagreement with the statement and this was represented by 22% and 6%. This was mainly revealed by the hotel manager Hotel Africana who responded that for quite a number of years they have been putting much emphasis on job training to enable employee's suit in the hotel ways of service. Question A2, revealed that Hotel Africana encourages its employees to go for further training, this was represented by 61% and 28% also stood in total agreement, there were nearly no respondent that stood in disagreement with the statement. The hotel supervisors at Hotel Africana strongly agreed that they get scholarships from the hotel encouraging them to continue with their studies to enable the workers acquire much knowledge on their specified work.

Question A3, most of the respondents were not certain whether Hotel Africana Organizes seminars for its workers, this was manifested by 72% of the total respondents, and however, a few respondents by the percentage of 28% agreed that Hotel Africana Organizes seminars for its workers. As noted by one of the waiters she could not reveal her consent on the subject matter because of they do not participate in the human resource activities, however, as per the largest percentage of respondents, Hotel Africana Organizes seminars for its workers.

In question A4, it was strongly agreed upon by 50% of the respondents that Employee training is a daily activity at Hotel Africana, 33% of the respondents also agreed with the statements and a few disagreed with the statement due to their frustrations with some hotel supervisors. It was noted by one of the top administrators of the hotel that training is done on a daily basis and this is commonly done by the hotel supervisor who train the new employees. Under A5, There are trained employees at Hotel Africana, this was strongly agreed upon by 72%, 22% agreed and a few 6% disagreed. This was affirmed by the hotel manager that the hotel only employees trained workforce and this is done to ensure professionalism at the hotel. Under A6, 56% and 17% of the respondents agreed that employees enjoys on job training, 28% disagreed with the statement. Taking the largest percentage, Employees enjoys on job training and this was affirmed by the human resource department that they are always getting positive response from their workers that they are always motivated whenever they are trained and this has added on the knowledge of the workers in their respective departments. A7, On job training is the way to go in hotel businesses, 61% strongly agreed, 28% agreed to the statement, 11% were not sure and lastly none disagreed with the statement. One of the managers confirmed that if the hotel is to register good performance, it must train its employees

Table 2 Showing responses on the contribution of training on the effectiveness of employees at hotel

Qns	Responses	1	2	3	4	5	Total
							Freq
A1	Training has equipped the workers at Hotel Africana	10	20	2	00	4	36
		28%	56%	5%	00%	11%	100

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A2	Hotel Africana has shaped its employees to the international standards	26	8	00	00	2	36
		72%	22%	00%	00%	6%	100
A3	Customers prefer effective employees	2	5	8	10	11	36
		6%	14%	22%	28%	30%	100
A4	Employee effectiveness ensure customer satisfaction	15	6	5	2	8	36
		42%	17%	13%	6%	22%	100
A5	Customers are satisfied by the way the hotel employees serve them	22	10	4	00	00	36
		61%	28%	11%	00%	00%	100
A6	Training has boosted the knowledge of services of employees at hotel Africana	22	6	8	00	00	36
		61%	17%	22%	00%	00%	100
A7	Training has resulted to quality service delivery at Hotel Africana	0	0	6	10	20	36
		00%	00%	17%	28%	55%	100

Source: Primary Data

Basing on the findings in the table above, A1 represented that Training has equipped the workers at Hotel Africana and this was confirmed by the largest number of the respondents (56%) and also supported by 28% who strongly agreed with the statement. The human resource manager Hotel Africana explained that it's of greater importance to equip workers with good training skills.

Under A2, 72% strongly agreed that the Hotel has shaped its employees to the international standards, and they were also seconded by 22% of the respondents. However, 6% of the total respondents disagreed with the statement reasoning that there are other factors which can create more numbers of customers like advertisement (Faridah et al., 2023). Taking the largest number of respondents, the number of customers is determined by the location and one of the waiters in one of the hotels in Kampala stated that is a hotel is situated in placed where there are very many people, it is most likely to a have a larger number of customers.

Under A3, 30% of the respondents showed up that customers prefer effective employees; this was supported by 28% of the respondents. However, a few respondents were found in a disagreement with the statement 14% and 6%. It was found out that customers prefer effective employees. This was confirmed by some of the customers who said that to be served well, one must get a good and effective employee. It was also revealed under question A4 that employee effectiveness ensure customer satisfaction and this was supported by the largest number of respondents (42%) and 17%. However, 22% respondents that it's not true to say that employee effectiveness ensure customer satisfaction, urging that it is not necessarily true that an effective employee satisfies a customer, there are many factors that contribute to the satisfaction of customers like the meal experience, the hotel ambiance. But taking the largest number of customers, employee effectiveness ensures customer satisfaction. Under A5, Customers are

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satisfied by the way the hotel employees serve them and this was strongly agreed upon by 61%, 28% also agreed with the statement. The food vendors supported this statement that they have witnessed some good number of customers going to hotels with big sums of money implying that hotels are making some good money. Under A6, Training has boosted the knowledge of services of employees at hotel Africana and this was supported by 78% of the respondents, 22% were not sure of what to answer. Implying that training has boosted the knowledge of services of employees at hotel Africana. Under A7, 17% were not sure whether training has resulted to quality service delivery at Hotel Africana, 28% strongly disagreed, 55% disagreed with the statement. This implied that training has not seen any achievement as far as service e quality is concerned.

Table 3 Showing responses on the relationship between employee training and customer satisfaction in hotel Africana

Qns	Responses	1	2	3	4	5	Total
							Freq
A1	Every hotel should train its employees	22	6	8	00	00	36
		61%	17%	22%	00%	00%	100
A2	Employee training goes hand in hand with customer satisfaction	0	0	6	10	20	36
		00%	00%	17%	28%	55%	100
A3	Employee training has raised the service standards of hotel Africana	10	11	5	5	5	36
		28%	31%	14%	14%	14%	100
A4	Hotel Africana serves its guests to their satisfaction	0	6	10	15	5	36
		00%	17%	28%	42%	14%	100
A5	There are limited customer complaints at hotel Africana	2	5	8	10	11	36
		6%	14%	22%	28%	30%	100
A6	Training creates professionalism in the hotel industry	10	20	2	00	4	36
		28%	56%	5%	00%	11%	100
A7	Customers are always satisfied with trained employees in the hotel business	26	8	00	00	2	36
		72%	22%	00%	00%	6%	100

Source: Primary Data

Basing on the findings, in A1, It was found out by 61% that every hotel should train its employees, however, a few respondents were not sure of what to answer due to their educational background; they lack knowledge on the subject matter. One of the unrevealed hotel employees at Hotel Africana revealed that it's very obvious that training is an obvious requirement to every hotel establishment. A2, 55% of the respondents strongly disagreed that

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Employee training goes hand in hand with customer satisfaction, this was supported by more 28% of the respondents and a few were not sure of what to answer. The hotel supervisors responded that for a trained employee can easily satisfy a customer.

Under A3, 31% agreed that employee training has raised the service standards of hotel Africana; this was further supported by some respondents that is the 28% also strongly agreed and a few respondents by 14% disagreed the fact being that they were not recognized of being suit to the hotel quality assurance department. The quality assurance manager responded that employee training has raised the service standards of hotel Africana. Trained workers are always sticking to their professional ethics and values which results into a standardized service at the hotel. Under A4, the finding revealed that Hotel Africana serves its guests to their satisfaction and this was represented by 17% of the total respondents, however, some respondents by 28% were not sure simply because they were casual workers and they lacked knowledge about hotel health issues. This implied that Hotel Africana serves its guests to their satisfaction.

Under A5, There are limited customer complaints at hotel Africana, 6% strongly agreed, 14% agreed, 22% were not sure, 28% disagreed, and 30% strongly disagreed. This implies that there are limited customer complaints at hotel Africana. A6, Training creates professionalism in the hotel industry, 28% strongly agreed, 56% strongly agreed to the statement, 5% were not sure and 11% disagreed. This implied that Training creates professionalism in the hotel industry. A7, 94% strongly agreed that customers are always satisfied with trained employees in the hotel business and 6% disagreed to the statement. This implied that Customers are always satisfied with trained employees in the hotel business. The hotel cannot have effective services delivery with untrained employees.

Conclusion

It can be concluded that at first a hotel has to satisfy its employees in order to have satisfied consumers. Thus, hotels have to communicate consumers' needs and requirements to their employees. Hotels should coach and develop the staff on an ongoing basis, support in recovering their skills and ensure that employees feel satisfied and comfortable with their jobs.

Recommendations

Every consumer arrives at any organization with a pre-formed set of expectations. The projection might be formed by the previous experiences or through the referrals. Buyers always have some kind of expectations regarding the service or product the company is providing, thus, hotels need to train their employees to read the customers' expectations such that they customers are served according to their expectations (Moses et al., 2022).

Recruitment policy needs to be changed from hiring fresh graduates to knowledgeable and experienced employees. If an organization hires experienced staff this will decrease mistake and increase efficiency in providing information. As a result, it may lead to an improved customer service.

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