

**EFFECT OF TRAINING ON EMPLOYEE COMMITMENT AT PRIDEINN  
AZURE HOTEL, WESTLANDS, NAIROBI KENYA**

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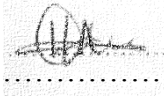
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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY  
AND TOURISM MANAGEMENT IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF  
SCIENCE IN HOSPITALITY MANAGEMENT OF GRETSA UNIVERSITY**

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## DECLARATION

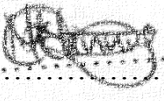
The research project is my original work and has not been presented for award of a degree or any similar purpose in any other institution.

Signature.......... Date 14<sup>th</sup> Dec 2021

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HPM-4-2772-18

This research project has been submitted with my approval as the university supervisor.

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I also take this opportunity to thank Prideinn Azure Hotel Management and staff for granting me the opportunity to conduct the research study in the hotel and for their support and participation in the research. Be blessed.

## **DEDICATION**

I dedicate this project to my family for always believing and trusting in me and for their moral and financial support. I also dedicated the project to my lecturers and fellow students for their support and guidance throughout my course.

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## **ABBREVIATIONS AND ACRONYMS**

**HRM** – Human Resource Management

**HR** – Human Resource

**HRD** – Human Resource Development

**GHRM** – Group Human Resource Manager

**GTM** – Group Training Manager

**TP** – Training Provider

**ATD** – Association for Talent Development

**ASTD** – American Society for Training and Development

**F&B** – Food and Beverage

**HOD** – Head of Department

## **OPERATIONAL DEFINITIONS**

**Effects-** It refers to changes noted in the workplaces as a result of employee being trained on how to perform their daily tasks.

**Employee commitment-** refers to employees' dedication towards their daily task in Pride Inn and in achieving hotel goals and performance.

**Training-** refers to the efforts put by the Pride Inn imparting knowledge and skills to the employees with an aim of improving the employee skills performance and enhanced customer service.

## ABSTRACT

Organizations are investing on their employees through training to enhance and upgrade their knowledge and skills with an aim to improve employee productivity, change their attitudes, cope with uncertainties and more so make employees more productive and enthusiastic with their job. Organization performance can be achieved by involving and training employees on ways to improve their performance hence boosting employee attachment to the organization and transforms employees affective and continuance commitment and foremost reducing employee turnover. Therefore, the study examined the effect of staff training on employee commitment among associates in Prideinn Azure Hotel in Westlands, Nairobi. The objectives of the study were to determine the influence of training methods, training evaluations and the effectiveness and of staff trainings on employees' commitment in Prideinn Azure hotel in Westlands Nairobi. High commitment model was applied. The researcher used a cross-sectional survey in exploring the study. The study targeted hotel management and its employees. A sample size of forty-four respondents was used. The study used close ended questionnaire to collect primary data. In order to ensure the primary data collected was reliable, a pretest was conducted with a sample size of ten respondents. Data was then reported in themes and presented in frequency tables. The study noted majority of the training methods conducted were on job training with few off-job trainings being offered. Majority of the respondents stated that the hotel holds internal staff trainings regularly. The findings revealed that the criteria used for evaluating employee training included; efficiency, performance to schedule, reactions, learning, behavior change, performance change. Most of the respondents strongly agreed that staff trainings in the hotel have led to increased work pleasure among the employees. The findings revealed that due to the trainings, they have undergone in the establishment, their development and self-esteem is boosted. The study noted despite training given to employees, job commitment could not only be derived from training but there is need for the hotel management to look at the employee welfare to enhance commitment.

***Key words;*** *Staff training, training methods and evaluations, training effectiveness, employee commitment.*

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the study**

According to Kiweewa and Asimwe (2014), employee training has gain momentum due to the benefits realized in enhancing employee performance and meeting organizational objectives. Organizations have been organizing training to help employees improve and upgrade their level of knowledge and skills to effectively deliver in their work and the way of handling guests (Tahir, Yousafzai, Jan, & Hashim, 2014). Employee training is an indication that organization is committed to make employees more productive which in return makes employee more committed to the organization and in performing (Foote et al., 2017).

According to Manene (2016), employees are imminent assets in an organization and organizational achievement relies on their involvement to boost innovation, creativity, commitment and behavioural change in an organization. In a study conducted in United States of America (USA) firms by Poole (2018) reveals that it is difficult to quantize the dominion of workers involvement at workplace stations however their participation stirs up their commitment which help organization achieve optimal results. Poole (2018) also noted that the solution to overcome labour turnover in an organization is to consider Employee Participation (EP) to retain top talented employees who will contribute to the organizational performance.

Jinis (2014), did a study in Netherlands and noted that organizations have acknowledged that organization performance can be achieved by involving employees in planning and implementation, strategy development and decision making that sparks and boosts employee attachment to the organization and transforms employees affective and

continuance commitment. Similarly, a case study conducted among Dutch metal workers indicated that employees' involvement had led to employees committed to their daily course of actions and emotionally attached to the organization. These continuance course of action and emotional attachment had been reinforced by employees training and their participation in organizational functions which had positive response on the production of quality metal products which reflected on the sales increment (Meyer, 2015).

There have been evolutionary changes in the way of doing business and competition is on rise as businesses strive to offer exemplary services to their customers. This has forced organizations to train employees to adapt to the new changes to the business environment with an aim of improving their skills and become more committed to their job through skills and knowledge upgrade (Nawaz, Masoodul, & Saad, 2014). According to Pomoni (2019) in a study conducted in Britain noted that employees were trained on globalization, technological changes, issues noted in the organization through continuous assessment and employee's participation on areas they feel they require training.

According to McClelland (2016) in a study conducted in United States of America noted that employee training is a key role of Human Resource Management (HRM) in adding value to the employees' professionalism and enhancing their competitiveness. Having observe the business climate, the HRM organize training programs that will suit the organizational needs and solve the problems noted while employees performing their daily task. When employees are trained, they are given assurance and instilled confidence while performing their job hence making employees more committed to job. Hotel industry offer training to their employees based on food hygiene, presentation of food to

customers, welcoming and handling customers, communication, design and presentation of menu, technological changes and employee responsibilities (May, 2017).

According to Lin, Chen, and Chuang (2017) in a study conducted in China, the morale and motivation of the employees are improved when they are offered training to improve their skills and knowledge while performing their daily tasks. Managers have noted that the only way to make employees more competitive and deepen their employee commitment is through training, improving work environment and offering employees tools of work.

## **1.2 Statement of the Problem**

Organizations are investing on their employees through training to enhance and upgrade their knowledge and skills with an aim to improve employee productivity, changing their attitudes, cope with uncertainties and more so make employees more committed (Elnaga & Imran, 2017). The training has been positively associated with employee training. Employee training is a key role of Human Resource Management (HRM) in adding value to the employees' professionalism and enhancing their competitiveness. Having observe the business climate, the HRM organize training programs that will suit the organizational needs and solve the problems noted while employees performing their daily task. When employees are trained, they are given assurance and instilled confidence while performing their job hence making employees more committed to job. Hotel industry offer training to their employees based on food hygiene, presentation of food to customers, welcoming and handling customers, communication, design and presentation of menu, technological changes and employee responsibilities (May, 2017). Therefore, the study examined the effect of staff training on employee commitment among



associates in Prideinn Azure Hotel in Westland's, Nairobi. The researcher based the study in Pideinn because the researcher did a background study on the hotel and noted that the employees were lacking commitment in their job, even though they have worked with Prideinn for more than two to three years and despite the fact that the Pride Group have always invested time and resources to training. The researcher was seeking to understand the value of staff training to employee as far as their commitment is concern.

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

The study sought to investigate on effects of training on employee commitment in Prideinn

Azure hotel in Westlands, Nairobi Kenya.

### **1.4 Conceptual Framework**

**Independent variable**

**Dependent variable**

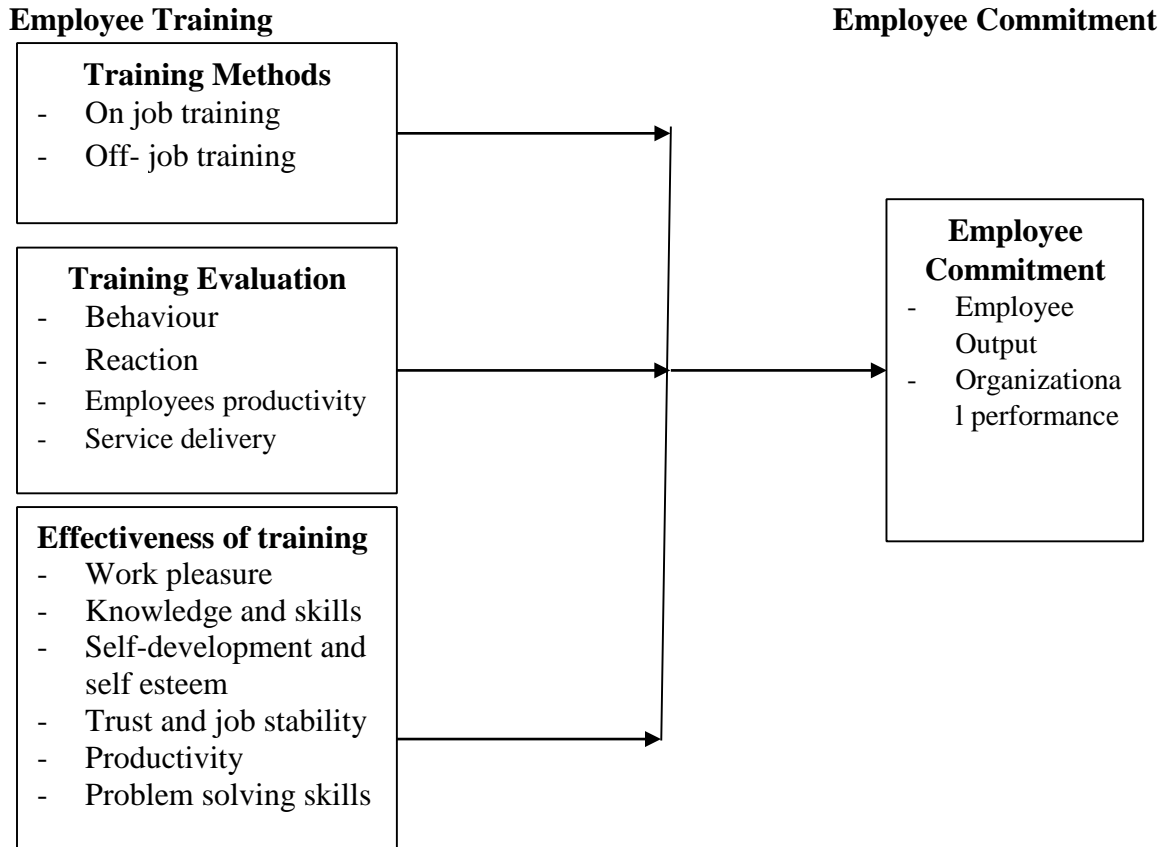


Figure 1: Conceptual Framework

Source: Kirkpatrick, S. (2021), Lin, Chen, Chuang, (2011), Researcher (2021)

### 1.5 Research Hypothesis

1. There is no significant relationship between training methods and employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.
2. There is no significant relationship between training evaluations influence on employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.
3. There is no significant relationship between effectiveness of staff trainings influence on employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.

## **1.6 Objectives of the Study**

### **1.6.1 General Objective**

1. To investigate on effects of staff trainings on employees' commitment in Prideinn Azure hotel in Westland.

### **1.6.2 Specific Objectives**

1. To determine the influence of training methods on employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.
2. To assess the influence of training evaluations on employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.
3. To examine the effectiveness of staff trainings on employees' commitment in Prideinn Azure hotel in Westlands, Nairobi.

## **1.8 Significance of the Study**

The study findings are useful to policy makers such as hotel management, hoteliers and organizations in understanding employees training and its effects on employee commitment which in turns boost organizational performance.

The study helps the upcoming and future researcher with interests on related study hence this study acts as a background to the study and acts as a reference

## **1.9 Scope of the Study**

The study researched on the effects of employee training on employee commitment. The study was guided by training methods, training evaluations and effectiveness of training.

The study was located in Prideinn Azure Hotel in Westlands, Nairobi Kenya. The study was conducted within three months.

### **1.10 Limitation of the Study**

The constraint that the researcher faced, the immense challenge of busy, limited hotel staff who hardly had time to answer the questionnaires. This was due to the Covid 19 pandemic that had forced the hotel's management to downsize their workforce by half. Due to busy schedules and longer working hours, it took quite a long time to fill the questionnaires. The researcher explained to the respondents the purpose of the study, sought their voluntary participation at their convenient time and questionnaire was in close ended format to save time of the employees.

The researcher experienced a hard time convincing the management of Prideinn hotels on the intention and the purpose of the research as they feared being exposed negatively to the public and possible wrong use or disclosure of the information given by the employees. Employees were a bit hesitant in giving their honest opinions, they feared being victimized by their employers upon learning of their thoughts. The researcher had an introduction letter from the university, assured the respondent that data collected was safeguarded and only used for academic purpose.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter reviews literature on staff training and employee's commitment. Secondary was reviewed from books, journal articles, periodicals, dissertations among others. It also reviewed theoretical framework.

### **2.2 Influence of Training Methods on Employee Commitment**

According to Geer (2017), there are various methods of training aiming to upgrade employee skills and knowledge. Many training techniques are created almost every year by the rapid development in technology. Deciding among methods usually depends on the type of training intended for the target participants, the trainees selected, and the objectives of the training programs. Training is a situational process that is meant to impact knowledge and skills to the participants, that is why no single method is right for every situation. While some objectives could possibly be easily achieved through one method, other objectives could necessitate additional methods or a series of training programs. Many training programs have learning objective in more than one area. When they do, they need to combine several training methods into an integrated whole to be able to achieve the set objectives.

Training programs are basically categorized into two that is on the job training and off the job training (Sultan et al., 2012). According to Sultan et al. (2012), employees who undergo on the job training are said to be more committed and better performers as compared to their colleagues who undergo off the job training. This is because of the dynamic job experience, which increases in the both skills and knowledge of the employees. On the other hand, Ahmed and Bakar (2003) discovered that training plays a

vital role in improving organizational commitment. Besides the above, Benson (2006) revealed that on-the-job training is the way through which employee skills are developed and abilities sharpened and consequently contributes in the commitment and acts as an influencing factor at work. Thus; either on the job or off the job, learning methods can effectively be used to change employee attitudes, though they do so through different means.

The decision about what approach to take to training depends on several factors that include; the amount of funding available for training, specificity and complexity of the knowledge and skills needed, timeliness of training needed, and the capacity and motivation of the learner. To be effective, training method should; motivate the trainee to improve his or her knowledge, skills and performance, clearly demonstrate desired skills, provide an opportunity for active participation, provide an opportunity to practice, provide timely feedback on the trainee's performance, provide some means for reinforcement while the trainee learns, be structured from simple to complex tasks, be adaptable to specific problems, encourage positive transfer from training to the job (Woods, 2015).

### **2.2.1 On-the-job training methods**

The purpose of the on-the-job training session is to provide employee with task-specific knowledge and skills in work area. The knowledge and skills presented during on-the-job are directly related to job requirements. These may include job instruction technique, job rotation, coaching and apprenticeship training. Job Instruction Training is a structured approach to training, which requires trainees to proceed through a series of steps in sequential pattern. The technique uses behavioural strategy which focuses on skill

development. This type of training is good for task-oriented duties such as operating equipment, the instructor or supervisor prepares a job breakdown on the job and the trainee learn while watching an experienced worker perform each step of the job. Job instruction technique consists of four steps, preparation, present, try out and follow up (Blandchard & Thacker, 2016).

### **2.2.2 Off-the-job training methods**

This is the training which takes place outside the workplace. The trainees take part in training seminars or organized conferences outside the hotel or out of the country. Off-the-job training is usually designed to meet the shared learning needs of a group rather than a particular individual's needs. Lectures, computer-based training, games and simulations are the common forms of off-the-job training methods. These training methods are also known as cognitive methods, provide verbal or written information, demonstrate relationships among concepts, or provide the rules for how to do something (Thatcher, 2016).

### **2.3 Measures of Evaluating the Effectiveness of Staff Training Methods**

Since organizations started investing in training, training evaluation became an essential part of the process. It seems very vital for a business to evaluate its training efforts (Koning, 2007). According to Philips (2016) and Grove and Ostroff (2014), a company can have numerous benefits through the evaluation of training effectiveness. For instance, it can be used as a diagnostic measure in order to meet certain organizational goals and objectives. Measuring the training effectiveness should be an important asset for the organizations as it helps in gaging the results of the training programs. There are some criteria for measuring the success of training includes; direct cost, indirect cost,

efficiency, performance to schedule, reactions, learning, behavior change, performance change (Sheppard, 2017).

Beginning with World War II, evaluation research has developed as a result of substantive support by the U.S. federal government in training and evaluation activities. It provides answers to the questions of do we implement or repeat a program and if so, what modifications criteria should be made (Stone & Watson, 2015). In order to classify areas of evaluation, the first one would be Kirkpatrick Four Levels of Training Evaluation. It was created by Donald Kirkpatrick in 1959, at the time; he was a professor of marketing at the University of Wisconsin. It is still one of the most widely used approach of training evaluation. Kirkpatrick model is now nearly 65 years old. Its elegant simplicity has caused it to be the most widely used methods of evaluating training programs.

ASTD's (American Society for Training Development) currently known as Association for Talent Development (ATD) survey, which reports feedback from almost 300 Human Resource executives and managers, revealed that 67% of organizations that conduct evaluations use the Kirkpatrick model (Stone & Watson, 2015).

#### **2.4 Influence of Effectiveness of Staff training on Employee Commitment**

To increase the commitment level of employees and growth in quality management (concepts of HRM), senior management team is now increasing the role of training. Such concepts of HRM require careful planning as well as greater emphasis on employee development and long term education. Training is nowadays becoming the most important tool of Human Resource Management to control the attrition rate because it helps in motivating employees, achieving their professional and personal goals, increasing the level of job commitment satisfaction, etc. As a result training is given on a



variety of skill development and covers a multitude of courses. Training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps develop personal abilities that match with business requirements. (Train, 2014). Training could be variedly demanding and should be in-depth. Lack of training or poor training brings out high employee turnover, lack of job commitment, and the delivery of substandard products and services (Sommerville, 2017). Additionally, this could lead to guest complains and failure of the business.

Staff 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, 2015). Staff training is the key task to help everyone in the company to be more united. A hotel could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit and trust is built between employees and management team within the process.

Workers gain from training, who by increasing the knowledge about their work find pleasure in it. After the training the workers realize the importance of their job and they find themselves competent to perform their job, thus they develop and their self-esteem grows. Training has a positive influence on some workers who have the ambition to advance, so after a while they can get promoted and get higher position and so they achieve their personal goals. Knowledge, practical experience and methods that are

taught during training will help employees solve problems effectively and be productive in their job (Mark, 2018).

Training is key to maintaining staff and prevents them from looking for another job, by giving them the opportunity to achieve their goals in their career development within the organization. People tend to feel that they are giving a positive contribution to the company. Training increases job commitment satisfaction and recognition. During the training, employees will be introduced what is 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. In addition, the knowledge and experiences obtained during the training, enables them to acquire confidence in their work, hence quality output (Emmanuel, 2015).

## **2.5 Summary of the Identified Gaps**

The study noted that there was insufficient literature on training methods, training evaluation and effectiveness of training methods in hotel sectors. However various gaps were noted within the literature which made the research to collect data and fill the spotted gap in the literature and more so contribute to the growing knowledge on training methods and commitment to employee performance.

## **2.6 Theoretical frame work**

### **2.6.1 High Commitment Model**

In the recent years, there has been much interest in the notion of best practice HRM. Sometimes this is referred to as high performance work systems (Appelbaum, 2010), high commitment HRM (Guest, 2010) or high engagement HRM (Wood, 2011). The idea is that a particular set or number of HR practices has the potential to bring about improved

organizational commitment for all organizations. Components of high commitment HRM include extensive training, learning and development, employee involvement, compensation and providing a conducive work environment for employee to mention just but a few (Marchington and Grugulis, 2010). One of the most important principles of HRM is training since this practice can promote entrepreneurial behavior to the extent that training programs encourage high employee participation (Mcgraw, 2010).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter outlined the protocols, strategies and techniques the researcher used to carry out the research. The chapter comprised of the research design, study area, targeted population under the study, sampling techniques, sample sizes, measurements of variables, methods of data collection and analysis.

### **3.2 Research Design**

The researcher used a cross-sectional survey in exploring the study. This was because a cross-sectional survey helped the researcher in gathering exhaustive information from the target population as far as training and employee commitment at Prideinn Azure hotel in Westlands, Nairobi was concern. One of the benefits when using a cross-sectional research design was that it allowed the researcher to have an exhaustive comparison on the different variables existing at certain durations of time in a given study area.

### **3.3 Study Area**

The research was carried out at Prideinn Azure Hotel in Westlands, Nairobi County. Concrete and exhaustive information on the effects of staff training on employee commitment in hotels was gathered here. Prideinn Azure is one of the Seven Hotels both in Nairobi and Mombasa under the umbrella of Pride Group. Other hotels under Pride Group include; Prideinn Paradise, Prideinn Flamingo, Prideinn Diani (Ukunda), Prideinn Mombasa City, Prideinn Nyali and Prideinn Annex Conference and Banqueting. Prideinn was a sophisticated widely recognized Brand in the hospitality industry both locally, regionally and internationally. For this reason, the Pride Group continuously worked hard to provide exceptional services and exceeded their guests' expectations. One way of

achieving their target results and maintaining their prestigious brand was through staff training and development. Prideinn is one of the hotel brands in the country that largely believes in and invest in staff training and development as a way to improve their services and products in order to gain a competitive advantage in the over flooded market.

### **3.4 Targeted Population**

A population is the totality of all subjects that conform to a set of specifications comprising the entire group of people that is of interest to the study and whom the research results can be interested in generalizing conclusions (Saldana, 2010). The target population in this study were staff members working in Prideinn Azure Hotel in Westland, Nairobi. The study target population was divided into two categories (junior associates and middle level management, HODs)

Total target population of all the employees who were to participate in the research were 50. This was arrived at through the Group Human Resources Manager (GHRM) and the Group Training Manager (GTM) of Pride Group who gave the researcher the number of employees per department that would be allowed to take part in the research.

The target population was reduced to 50 because according to the group human resource manager, Pride Group, 90% of their training programs are focused on the operational staff in the operational departments i.e. Front Office, Housekeeping and Food and Beverage departments hence these were the only staff legible for the study. Initially the researcher intended to conduct the research in all the PrideInn Hotels in Nairobi i.e. Prideinn Lantana, Pride Royal, Pride Centre and Prideinn Azure, however, the other three units were closed down due to the Covid 19 pandemic.

### 3.5 Sampling Techniques and Sample Size

Stratified sampling technique was used where the researcher ensured that the sub groups (strata) of the given population were each adequately represented within the whole sample population of the research study. The sample size that was used for carrying out the study was 44 which used as a sampled from the target population of 50 using stratified random sampling. This was calculated using the Yamane's formulae as shown below (Yamane, 1967).

$$n = N \div \{1+N (.05 \times .05)\}$$

**Where; n = Sample Size**

**N = Population Size e =**

**Level of Precision**

**Therefore; n = N ÷**

$$\{1+N (.05 \times .05)\} n = 50$$

$$\div \{1+50 (0.0025)\} n = 50$$

$$\div \{1+0.125\} n = 50 \div$$

$$1.125 n = \underline{\underline{44}}$$

### 3.6 Research Instruments

The study used close ended questionnaire to collect primary data in the study field. The reason for choosing closed ended questionnaire was because it was easier for respondents to respond to the posed questions as there was options for respondents to choose as the questionnaire was in likert scale. Questionnaire was in four sections. It also saved time.

### **3.7 Validity and Reliability**

In order to ensure the primary data collected was reliable, a pre-test was conducted with a sample size of ten respondents. This helped the researcher to know if the respondents understood the language used in the questionnaire and also their understanding to the posed questions. Errors noted while pre-testing, corrections were done to ensure the success of the actual study.

Since the questionnaire was in likert scale, a construct validity was tested. It was tested by use of Cronbach Alpha test to measure internal consistency of the participant's responses for its acceptability in data analysis.

### **3.8 Data Collection Techniques and Data Analysis**

The researcher collected both primary and secondary data. The primary data was collected by use of questionnaire. Questionnaire was personally given to the respondents and collected later. Respondents first explained on the reasons for collecting the data and later requested participants to voluntary take part in the study.

The secondary data was collected by reviewing literature from various sources such as electronic source, books, newspapers, journal articles, research projects and thesis. The secondary data was corroborated with the primary data to validate it.

Data was analyzed by being fed in the excel sheet for easier analysis. It was then reported in themes and presented in frequency tables. To establish the hypothesis of the study, a correlation analysis was done.

### **3.9 Logical and Ethical Considerations**

The researcher aimed to conduct the study with a stipulate period and present the report on time. Therefore, a time frame was drafted to ensure data collection, analysis and reporting the findings was done on time.

Due to COVID 19, there were a lot of financial difficulties and social interactions was minimized. The researcher designed a budget estimate to ensure resources needed for research were known and allocated finances for the completion of the study.

The researcher sought permission from Gretsia University to collect data. The letter issued from the University was used to seek permission to gather data from the Prideinn Azure hotel management. After authorization to collect data, the researcher explained to the respondents the reason for conducting the study, requested for voluntary participation, and assured them of their confidentiality. The research was purely for academic purpose and findings were not shared without their consent.



## CHAPTER FOUR: FINDINGS AND DISCUSSIONS

### 4.1 Introduction

The chapter discusses the responses reported from the study field. The findings are reported in themes and presented in frequency tables.

### 4.2 Response Rate

The study noted that out of forty-four respondents, only forty respondents that returned back their questionnaires and were incorporated in the findings of the study.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Active (Returned)	40	91%
Passive (Not Returned)	04	09%
<b>Total</b>	<b>44</b>	<b>100%</b>

Table 1: Response rate

### 4.3 Employee Gender

The findings revealed that there were twenty-five female employees that took part in the study while fifteen employees were male.

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Male	25	63%
Female	15	37%
<b>Total</b>	<b>40</b>	<b>100%</b>

Table 2: Employee gender

### 4.4 Respondents Age

The study noted that majority of the respondents (20) aged 26-35 years while 13 employees were within the age bracket of 36-45 years. The findings also that seven respondents ranged between 18-25 years.

<b>Age bracket</b>	<b>Frequency</b>	<b>Percentage</b>
18-25 years	07	18%
26-35 years	20	50%
36-45 years	13	32%
<b>Total</b>	<b>40</b>	<b>100%</b>

Table 3: Age bracket

#### **4.5 Job Longevity**

The results showed that majority of the respondents (18) had worked 4-5 years while fifteen respondents had worked for more than five years. The study also noted that seven respondents had worked for 3-4 years.

<b>Job Longevity</b>	<b>Frequency</b>	<b>Percentage</b>
3-4 years	07	18%
4-5 years	18	45%
5 years and above	15	38%
<b>Total</b>	<b>40</b>	<b>100%</b>

Table 4: Job longevity

#### **4.6 Job Level**

The study noted that most of the respondents (25) were ordinary employees while ten employees were junior managers. The findings also revealed that five respondents were senior managers.

<b>Job Longevity</b>	<b>Frequency</b>	<b>Percentage</b>
Ordinary employee	25	63%
Junior managers	10	25%
Senior managers	05	12%
<b>Total</b>	<b>40</b>	<b>100%</b>

Table 5: Job level

#### 4.7 Staff Training

Majority of the respondents stated that the hotel holds internal staff trainings regularly as revealed by the highest mean of 4.35. The study found that the hotel management usually conduct orientation and trainings to new employees and interns (mean score of 4.16). The study revealed the hotel management facilitate and monitor departmental trainings across all the operational departments and ensures all the staff participates in the training as indicated by a mean of 4.02.

The respondents argued that all staff are given fare chances to participate in the staff training programs organized by the hotel management (mean score of 3.93). The results showed that the hotel management usually organize and invite trainers specialized in certain fields to undertake delicate and specialized trainings for the staff as noted by a mean of 3.72.

<b>Staff training</b>	<b>Mean</b>	<b>Standard deviation</b>
The hotel holds internal staff trainings regularly.	4.35	0.88
The hotel management usually conduct orientation and trainings to new employees and interns.	4.16	0.54
The hotel management facilitate and monitor departmental trainings across all the operational departments and ensures all the staff participates in the training.	4.02	0.65
All staff are given fare chances to participate in the staff training programs organized by the hotel management.	4.02	1.11
The hotel management usually organize and invite trainers specialized in certain fields to undertake delicate and specialized trainings for the staff.	3.93	0.75
The hotel encourages and allows the employees to individually further their studies.	3.72	0.87

Table 6: Staff training

#### 4.8 Training evaluations

Majority of the respondents stated that employees have expressed positive behaviour after training as revealed by the highest mean of 4.20. Respondents strongly agreed that workers have become more productive than before (mean score of 3.98). The results showed that the respondents argued that customer are happier than before and are enjoying the service delivery as noted by a mean score of 3.85. The study found that there is more employee recognition in job than before and they are being recognized through exemplary service delivery (mean score of 3.77). The respondents stated that there is positive mood and attitude of employees with even more collaboration among employees as revealed with a mean score of 3.49.

<b>Training evaluations</b>	<b>Mean</b>	<b>Standard deviation</b>
The employees have expressed positive behaviour after training	4.20	0.78
Workers have become more productive than before	3.98	0.60
Customers are happier than before and are enjoying the service delivery	3.85	0.95
There is more employee recognition in job than before and they are being recognized through exemplary service delivery	3.77	0.66
There is positive mood and attitude of employees with even more collaboration among employees	3.49	0.74

Table 7: Training evaluations

#### 4.9 Importance and Benefits of Staff Training

The study found that the staff trainings in the hotel have led to increased work pleasure among the employees as indicated by the highest mean score of 4.15. Most of the respondents strongly agreed that staff trainings in the hotel have led to increased work pleasure among the employees (mean score of 4.01). The findings revealed that due to the trainings, they have undergone in the establishment, their development and self-esteem is boosted as noted with a mean score of 3.79. Respondents agreed that staff trainings have helped in reduced supervision of employees by their peers (mean score of 3.64). The results showed that staff training leads to quality service delivery to the hotel guests by the employees (mean score of 3.20).

<b>Importance and benefits of staff training</b>	<b>Mean</b>	<b>Standard deviation</b>
The staff trainings in the hotel have led to increased work pleasure among the employees.	4.01	0.95
The staff trainings in the hotel have led to increased work pleasure among the employees	4.15	0.82
Due to the trainings, you have undergone in the establishment, your development and self-esteem is boosted.	3.79	0.50
The staff trainings have helped in reduced supervision of employees by their peers	3.48	0.66
Staff training improved the maintenance of systems and maintained the hotel standards.	3.64	0.80
Staff training leads to quality service delivery to the hotel guests by the employees	3.20	0.56

Table 8: Importance and benefits of staff training

#### 4.10 Model Summary

The model summary tested the study hypothesis through a multi regression analysis to assess the relationship between independent variables (training methods, training evaluations, and effectiveness of staff trainings) and dependent variable (employee commitment). The R square represents the coefficient of determination as noted in table 9.

The study revealed that training methods, training evaluations, effectiveness and benefits of staff trainings accounted for 51.0% of the variance in employee commitment as shown in table 9 by R square value of 0.510. This is an indication that other variables that were not factored in or predicted accounted for 49.0% (100% - 51.0%). Subsequently, there could be an error which occurred without the knowledge of the researcher.

<b>Model</b>	<b>R</b>	<b>R square</b>	<b>Adjusted R square</b>	<b>Std. Error of the Estimate</b>
1	.714 <sup>a</sup>	.510	.489	.490

Table 9: Model summary

Predictors: (constant), training methods, training evaluations, effectiveness of staff trainings

Dependent variable: Employee commitment

#### 4.11 Analysis of Variance Influence on Employee training

The study notes that the significant p-value was 0.025 and was less than 0.05 indicating that the regression for the analysis of variance is significant. The model was significant in illustrating how training methods, training evaluations, effectiveness of staff trainings

influenced employee commitment in Prideinn Azure hotel in Westland. This study rejects null hypothesis.

<b>Model</b>	<b>Sum of the square</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	37.405	4	3.108	1.062	.025 <sup>b</sup>
Residual	33.581	70	0.800		
<b>Total</b>	<b>70.986</b>	<b>95</b>			

Table 10: Analysis of Variance

#### 4.12 Coefficient of Variation Influences on the Employee commitment

From table 11, training methods, training evaluations, effectiveness of staff trainings recorded p-values that were less than 0.05 which was an indication of a strong relationship

with employee commitment. The formula for the regression model is  $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + c$ . Y= study dependent variable,  $\beta_1 - \beta_3$ = regression coefficients, X1-X3= study independent variables. X1=training methods, X2= training evaluations and X3= effectiveness and benefits of staff trainings.

$$\text{Employee commitment} = 0.350X_1 + 0.375X_2 + 0.280X_3 + 0.461$$

Model		Unstandardized	Standardized		T	Sig.
		coefficient	Beta	coefficient		
		B	Std. error			
<b>1</b>	Constant	0.461	0.280		2.505	0.01
	Training methods	0.350	0.095	0.115	2.419	0.04
	Training evaluations	0.375	0.068	0.073	1.821	0.03
	effectiveness of staff trainings and benefits	0.280	0.045	0.104	1.494	0.02

Table 11: Coefficient of variation

When the study independent variables are at constant, the employee commitment in M Prideinn Azure hotel in Westland would be 0.461. Any unit increase either in training methods, training evaluations, or effectiveness of staff trainings will result to 0.350, 0.375 and 0.280 respectively increases in employee commitment.



## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter draws the summary of the study, gives conclusions and recommendations of the study.

### **5.2 Summary**

The study investigated the effects of staff trainings on employees' commitment in Prideinn Azure hotel in Westland. There was effectiveness of the respondents in terms of participation and responses provided. It was noted that employees were indeed trained. Majority of the respondents were female. Most of the respondents aged 26-35 years. Majority agreed that they had worked for more than four years.

The first objective of the study was to determine the influence of training methods on employees' commitment in Prideinn Azure hotel in Westland. The study noted majority of the training methods conducted were on job training with few off-job trainings being offered. Majority of the respondents stated that the hotel holds internal staff trainings regularly. The study found that the hotel management usually conduct orientation and trainings to new employees and interns.

The study revealed the hotel management facilitate and monitor departmental trainings across all the operational departments and ensures all the staff participates in the training. The respondents argued that all staff are given fare chances to participate in the staff training programs organized by the hotel management. The results showed that the hotel management usually organize and invite trainers specialized in certain fields to undertake delicate and specialized trainings for the staff.

The second objective was to assess the influence of training evaluations on employees' commitment in Prideinn Azure hotel in Westland. The study noted that since Prideinn Azure hotel in Westland was investing in training, training evaluation became an essential part of the process. It was vital for a Prideinn Azure hotel to evaluate its training efforts on employee commitment. The findings revealed that the criteria used for evaluating employee training included; direct cost, indirect cost, efficiency, performance to schedule, reactions, learning, behavior change, performance change.

The third objective of the study was to examine the effectiveness of staff trainings on employees' commitment in Prideinn Azure hotel in Westland. Most of the respondents strongly agreed that staff trainings in the hotel have led to increased work pleasure among the employees. The findings revealed that due to the trainings, they have undergone in the establishment, their development and self-esteem is boosted. Respondents agreed that staff trainings have helped in reduced supervision of employees by their peers. The results showed that staff training leads to quality service delivery to the hotel guests by the employees.

### **5.3 Conclusion**

The findings revealed that training is the most important tool of Human Resource Management to control the attrition rate because it helped in motivating employees, achieving their professional and personal goals, increasing the level of job commitment and satisfaction. As a result, training was given on a variety of skill development and covered a multitude of courses. It was noted both on-job and off-job training methods were offered. The study noted that employees training was conducted in the hotel which

had resulted to more committed employees. The study found that training had influenced employee commitment.

The results showed that training increased job commitment, satisfaction and recognition. During the training, employees were introduced what is the work about, how to do, what kind of role does the job play in the whole hotel, it helped employee to understand their work better and also love what they do by understanding the work. In addition, the knowledge and experiences obtained during the training, enabled them to acquire confidence in their work, hence quality output.

#### **5.4 Recommendations for Policy/Action**

1. The study noted that there is need to ensure there are more avenues for employee training and the need to conduct need assessment test for the employee to ascertain the quality of training delivery programs used by the hotels.
2. The study noted despite training given to employees, job commitment could not only be derived from training but there is need for the hotel management to look at the employee welfare to enhance commitment.
3. The study noted that not all employees would accept training as some were sabotaging the programs due to lack of inclusion while planning the training program. There is need for all the stakeholders being involved in training programs to enhance its effectiveness.

#### **5.5 Recommendations for Further Study**

The study recommends for a further study on other parameters apart from training that influences employee commitment.

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## APPENDIXES

### Appendix I: The Researchers Introductory Letter



#### OFFICE OF THE HEAD SCHOOL OF HOSPITALITY AND TOURISM MANAGEMENT

12<sup>th</sup> October 2021

Dear Sir/Madam,

This letter is to introduce **LILIAN ACHIENG OWUOR** of admission number **HPM-42772-18** who is a student in the school of Hospitality and Tourism at Gretsa University pursuing a Degree in Hospitality Management.

To complete her degree course, she is undertaking research leading to the production of a research report or other publications and her study is entitled:

**The Effects of Staff Training on Employee Commitment at Prideinn Azure Hotel, Westlands, Nairobi Kenya.**

She would like to invite you to assist in this project by filling in the questionnaire which covers certain aspects of this topic.

Be assured of confidentiality of any information you provide and that none of the participants will be individually identifiable in the resulting research report or other publications. You are entirely free to discontinue your participation at any time or to decline to answer particular questions.

Any inquiries you may have concerning this research project should be directed to her by telephone on +254 712 226 885 or by email ([achienglili.la@gmail.com](mailto:achienglili.la@gmail.com)) or her supervisor Ms. Nyokabi Kibathi by telephone on +254 713 465 555 or by email ([winnie.malel@gmail.com](mailto:winnie.malel@gmail.com)).

Thank you for your attention and support.

Yours Sincerely,

**WINNIE MALEL**

**LECTURER, GREYSA UNIVERSITY**

**Appendix II: Research Questionnaire**

**SECTION A: DEMOGRAPHIC INFORMATION**

**Please mark (\*) as necessary**

1. Employee gender; Male ( ) Female ( )
2. How old are you? 18 – 25 years ( ), 26 – 35 years ( ), 36 – 45 years ( ), 46 – 55 years ( ), above 55 years ( ).
3. How long have you worked in this hotel? Below 1 year ( ), 1 – 2 years ( ), 2 – 3 years ( ), 3 – 4 years ( ), 4 – 5 years ( ), above 5 years ( ).
4. What is your job level in this hotel?
  - i. Senior management ( ) ii.
  - Junior management ( ) iii.
  - None managerial or supervisory level ( )
5. How long have you stayed in your current position?
  - i. Below 1 year ( ) ii. 1 – 2 years ( ) iii. 2 – 3 years ( ) iv.
  - 3 – 4 years ( ) v. 4 – 5 years ( ) vi. Above 5 years ( )

**SECTION B: STAFF**

**TRAINING**

**Key**

**SD; Strongly Disagree D; Disagree N; Neutral (neither agree nor disagree) A; Agree SA; Strongly Agree ND; Numerical Data (For the researcher's use only)**

NO.	STATEMENT	SD	D	N	A	SA	SD
		1	2	3	4	5	
1.	The hotel holds internal staff trainings regularly. Do you agree?						
2.	The hotel management usually conduct orientation and trainings to new employees and interns. Do you agree?						
3.	The hotel management facilitate and monitor departmental trainings across all the operational departments and ensures all the staff participates in the training. Do you agree?						
4.	All staff are given fare chances to participate in the staff training programs organized by the hotel management. Do you agree?						
5.	The hotel management usually organize and invite trainers specialized in certain fields to undertake delicate and specialized trainings for the staff. Do you agree?						
6.	The hotel, once in a while send and facilitate employees for training seminars organized by other professional training bodies or institutions e.g. Kenya Utalii College. Do you agree?						
7.	The hotel through the departmental HODs keep all the training records and participants' attendance registers for further training evaluation needs. Do you agree?						
8.	The hotel through the general manager with the help of the HODs monitors the progress of the employees to ensure efficient and adequate utilization and practice of the skills and						
	knowledge learned during the training programs. Do you agree?						



9.	The hotel encourages and allows the employees to individually further their studies. Do you agree?						
10.	The hotel support morally and financially, employees to further their studies for better job terms and promotions. Do you agree?						

**SECTION C: IMPORTANCE AND BENEFITS OF STAFF TRAINING**

**Key**

**SD; strongly Disagree D; Disagree N; Neutral (Neither agree nor disagree) A; Agree SA; Strongly Agree ND; Numerical Data (For the researcher's use only)**

NO.	STATEMENT	SD	D	N	A	SA	ND
		1	2	3	4	5	
1.	The staff trainings in the hotel has led to increased work pleasure among the employees. Do you agree?						
2.	Staff training has led to increased knowledge and skills among the employees. Do you agree?						
3.	Due to the trainings you have undergone in the establishment, your development and selfesteem is boosted. Do you agree?						
4.	The staff trainings has helped in reduced supervision of employees by their peers. Do you agree?						
5.	Staff training improved the maintenance of systems and maintained the hotel standards. Do you agree?						
6.	Through staff trainings the HODs and the HR are able to identify employees eligible for promotion. Do you agree?						
7.	The staff training programs has led to low staff turnover in the hotel. Do you agree?						
8.	Staff trainings in the hotel has led to trust and job stability for the employees. Do you agree?						
9.	Staff trainings has improved the problem solving abilities of the employees and their peers. Do you agree?						

10.	Staff trainings help in reduction and elimination of damages and accidents within the hotel establishment. Do you agree?						
11.	Staff training helps in reducing operational costs. Do you agree?						
12.	Staff training leads to quality service delivery to the hotel guests by the employees. Do you agree?						
13.	Trained staff are usually more productive and innovative in their work compared to their counter parts who are not trained. Do you agree?						

**SECTION D: RELATIONSHIP BETWEEN STAFF TRAINING AND EMPLOYEE COMMITMENT**

**Key**

**SD; Strongly Disagree D; Disagree N; Neutral (Neither agree nor disagree) A; Agree SA; Strongly Agree ND; Numerical Data (For the researcher's use only)**

NO.	STATEMENT	SD	D	N	A	SA	ND
		1	2	3	4	5	
1.	There is increased job productivity amongst the employees in the establishment as a result of staff trainings. Do you agree?						
2.	Staff training is one way the HRM can achieve employee commitment in the establishment. Do you agree?						
3.	Do you agree that staff training can boost employee morale and reduce their chances of leaving the hotel for another employer?						
4.	Staff trainings lead to good/improved relations among employees and their peers. Do you agree?						
5.	Lack of staff training leads to low/no job commitments among the employees in the hotel? Do you agree?						
6.	Employees can be motivated easily by facilitating training programs for them that suits their training needs. Do you agree?						