

**INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT ON
ORGANISATION PERFORMANCE IN THREE-STAR RATED HOTELS IN
NAIROBI CITY COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Student

This project is my original work and has never been presented for any academic award in any institution.

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This thesis/project is being submitted for examination with our approval as University supervisors.

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Date: 9th NOVEMBER 2024 DEDICATION

I would love to dedicate this project to my parents and my children who offered me with love, appreciation and words of encouragement throughout my course.

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I would like to acknowledge all those who supported me to complete this research proposal for if it were not for them, this proposal could not be a success. My sincere appreciation and acknowledgement go to my supervisor Dr Appolonius Kembu, whose guidance and direction is of paramount importance. Precisely, my appreciation also goes to Mount Kenya University for enabling me to pursue and conclude my course by providing materials and a support system that ensured quality results and outcomes. I am deeply indebted to all my lecturers, who apart from successfully taking me through the entire course units also found time on countless occasions to give me advice and helpful insights in my work.

ABSTRACT

The hotel industry in Kenya has indeed become one of the key sectors driving the economy, particularly with the emergence of luxurious hotels responding to increasing demand. Your research aims to address an important gap by investigating the influence of employee training on organizational performance in three-star rated hotels in Nairobi City County. The study, utilizing a descriptive research design, targeted 406 permanent employees, with a sample size of 122 respondents. Self-administered questionnaires were employed to gather the necessary data. Before data analysis, Cronbach's alpha was used to assess the reliability and validity of the data. Data were analyzed using both descriptive and inferential statistics. Descriptive statistics, such as frequency tables, percentages, and measures of central tendency, were used to summarize the data. Inferential statistics, specifically multiple regression analysis, were employed to determine the significant relationship between the independent variables—training methods, training design, training needs analysis, and employee orientation—and organizational performance. The analysis was conducted using the Statistical Package for Social Sciences (SPSS), and the results were presented in tables and figures. It is anticipated that the findings will provide valuable insights for stakeholders in the Kenyan hotel industry, guiding them on how to optimize training structures to enhance organizational performance and maximize business potential. The results revealed a significant positive correlation between training components and the organizational performance of three-star hotels. Training methods, training design, training needs analysis, and employee orientation were all positively associated with performance, explaining 81.4% of the variance in organizational outcomes. Specifically, employee orientation had the most substantial impact, followed by training needs analysis, training design, and training methods. Descriptive statistics indicated that majority of the respondents believed that employee training was pivotal to the timely delivery of services, improved collaboration, and customer satisfaction. The study concluded that training and development significantly influence organizational performance in the hotel sector. A well-structured and flexible training program, tailored to address organizational and individual needs, is crucial for enhancing the performance of hotels. Employee orientation, in particular, was identified as the most influential factor, stressing the importance of onboarding programs in organizational success. Hotels must strategically align their training initiatives to meet evolving industry demands. Based on these findings, the study recommends that hotels prioritize continuous training and re-evaluate their training methods to ensure alignment with both business strategies and individual employee needs. Special focus should be placed on enhancing employee orientation programs to facilitate smoother transitions for new hires and improve overall organizational performance. Additionally, three-star hotels should adopt crosstraining and e-learning platforms to provide flexible and effective training options. Further research is encouraged to explore other potential factors that may influence organizational performance, such as leadership development and technological innovations.

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LIST OF ABBREVIATIONS AND ACRONYMS

ADR	Average Daily Rate
APA	American Psychological Association
BSC	Balance Score Card
GDP	Gross Domestic Product
NACOSTI	National Council for Science, Technology and Innovation.
TRA	Tourism Regulatory Authority
UNWTO	United Nations World Tourism Organization
YTD	Year to Date



CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter explores training; what it is, Background of the Study, training and its effects on organisational performance of three-star rated hotels, Statement of the Problem, Objectives of the Study, Research Questions, Significance of the Study, Limitations of the Study, and Scope of the Study.

1.1 Background of the Study

Growing liberalisation of most markets and industries, increased competition and economic integration are responsible for an exponential engagement of firms, hotel industry included (AlBattat, 2014). Consequently, employees must be exposed to a training atmosphere that helps them to keep abreast of the organisational mission and vision. In an environment characterised by an increasing trend towards enhanced performance, a competent workforce would allow hotels to remain competitive. An organisation must always, therefore, aspire to get employees who are fit and can be tailored to fit into its needs in an ever-changing business environment.

Training and development are considered as the quick forecaster that influence efficiency and employee performance (Tahir et. al., 2014). Further research states that training and development is a learning practice that can assist the workers to grow their ability and knowledge for improved performance (Dermol et. al., 2013). It is a foundation of self-possession of which employees perform in pressure and labor with minimum direction and training. Additionally, training effect employee's performance and it will grow a real logic that will fetch the growth of commitment between the workers (Bhat, 2014). A more recent study found that training distinguishes

the unhappy necessity of employees and indeed, it will increase their level of capability to perform well for the association vision (Talwar and Thakur, 2016).

Many theories have tried to expound on the concept of training practices and organisational performance chief among them being the Person-Environment Fit Theory (PEFT), Goal Setting Theory, and Stakeholder Theory. The Person-Environment Fit Theory expounds on the concept of training and developing by exploring the similarity between an employee and the environment in which he/she works. According to this theory, Person characteristics such as individual's biological or psychological needs, values, goals have an impact on the environmental characteristics that usually includes demands for the job, roles or cultural values (Hartley, 2010). The Goal Setting theory attempts to highlight the positive relationships that exist between goals and performance. According to Kim (2016), the Goal Setting Theory provides a framework where performance in organisations is enhanced only when goals are specific and challenging. Stakeholders Theory, on the other hand, argues that organisations must consider all the interests of its stakeholders since they have an influence on the performance of the organisation in various ways. According to (Wadongo, 2010), stakeholders bear some risks due to their direct or indirect investment in a particular organisation. Debate on the influence of training on organisational performance has largely been shaped by training methods, training design, training needs analysis, and evaluation of training.

In Switzerland, Tajeddini (2011) researched the effects of employee orientation and new service development on the Swiss Hotel Industry. A targeted literature review was done to find out and collate a comprehensive range of employee orientation conceptualisations on Swiss Hotel industry. The study noted that employee orientation has a significant impact on organisational performance. The study recommended that organisations should

orient their new employees to help them understand the organisation's requirements, objectives, and goals.

In Spain, Psomas (2016) undertook a study to find out the relationship between training and organisational performance. A targeted literature review was done to find out and collate a comprehensive range of HR and training conceptualisations on Spanish companies. The study found out that continuous training of employees has a major impact on the organisational performance, both in terms of productivity and financial performance, as well as subjective measures, which included the perceived financial and intermediate performance of the targeted companies.

In Nigeria, Nwachukwu (2017) studied the relationship between training methods and the organisational performance of listed companies. This study was confined to the analysis of a single Nigerian region and referred explicitly to the performance of Nigerian listed companies. The study noted that new teaching, learning and training methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment. Such changes demand that the organisation prioritises the more global, flexible, integrated, and vocational training in its policy framework. Therefore, training can only have a meaningful impact when it is designed in a manner that is in line with the best human resource practices that are followed using sound principles. A systemic needs analysis that acts as design, implementation and evaluation blueprint is required if the organisation is to meet its training goals (Rasul, 2018).

In Kenya, Onyango, (2009) undertook a study to establish whether performance management practices had an impact on the competitiveness of four and five-star hotels in Nairobi. A targeted literature review was done to find out and collate a comprehensive range of performance conceptualisations on both three-star and five-star hotels in

Nairobi. The study noted that although most three-star and five-star hotels had performance management systems, they were not effective in the discharge of their core functions. The study recommended that employees should undergo periodical training and orientation to catch up with the rest of the hotels in other countries. The study also recommended that the management of these hotels should emphasise the preparation of personal development plans for their employees and employee development must be based on their core competencies as they invest more in training programmes.

While these studies attempt to provide a framework upon which training should be anchored in an organisation, there is inadequate literature dealing with complexities that arise in training structures that have a meaningful impact on the organisational performance of hotels. The influence of training on the performance of three-star rated hotels will be investigated in this study.

1.1.1 Training

Carbonnier, (2014) define training as a systemic procedure that furnishes employees with abilities, information and comprehension of the organisational objectives and mission. Training is a methodical procedure, which encourages workers to figure out how to be increasingly meaningful at the workplace by applying knowledge to accomplish successful execution of organisational objectives. Representative preparation is one of the critical elements of human resource management in any organisation. Proficient employees will not stay equipped always; some will be insignificantly qualified after being employed and subsequently require extra training.

Training is necessary for hotels' development and achievement of their goals. Hotels can, nonetheless, under-train their employees by being reluctant to clarify new staff assignments that should be performed. Msengeti (2015) state that three situations may

occur, employees will most likely not help a customer in the manner they should, the customer will be left unsatisfied by the hotel, and finally, the worker will end up disappointed by the organisation. Studies have demonstrated that training programmes increase workers' fulfilment, confidence, and can diminish turnover and procuring rates. Mikuljević (2013) contends that regardless of whether the current monetary circumstances may constrain organisations to cut their training budgets, they ought not to surrender training their employees.

1.1.2 Organizational Performance

Mandala (2018) explains organisation performance as a four-perspective element: financial, internal processes, customer, and innovativeness. In terms of financial perspective, an organisation that is performing better has increased profit margins, leverage, cash flows, and working capital (Onyango, 2009). In terms of customer focus, an organisation that is performing well must have improved customer satisfaction, brand image, customer profitability, and customer retention (Fang, 2018). Mandala, (2018) states that organisation performance should always be demonstrated by enhanced customer innovations and commitment to efficiency in terms of quality of service provided and employee satisfaction. AlBattat et al. (2014) aver that training created a capacity building that maximises the performance of the organisation.

1.1.3 The Hotel Industry

The hotel industry is a service-oriented sector falling under the hospitality industry. The industry has evolved in line with changing nature of globalisation trends, and this has necessitated the development of catering establishments. According to Mutindi, Namusonge, & Obwogi (2013), the hotel industry includes the lodgings, food service, leisure, conventions, travels and attractions. Kenya has made the promotion of the hotel

industry as a core strategy of its socio-economic development. Tourism has been the primary source of income for the Kenyan hotel industry. In recent times, the number of tourists has increased by a steady average rate of 13.5% since 2011 while earnings from the sector have been growing at a constant rate of Ksh. 53 billion (GoK, 2015).

1.2 Statement of the problem

The Kenya Vision 2030 growth plan has identified the tourism industry as one of its seven-key sectors in the Economic Pillar that will drive the economy towards a more sustained annual economic growth rate of 10 per cent (GoK, 2015). To achieve these goals, the hotel industry must re-engineer strategies that help it to improve its existing infrastructure, creating new ones and enhancing training programmes. However, the hotel industry has been facing a constant state of high competition and emerging global challenges like issue of covid 19 in the year 2020. Kuria, (2012) found that Kenyan hotels, in general, have a highly competitive market where new four-star and five-star hotels are emerging to stifle the competition for the existing three-star hotels. Further, Mutindi (2013) in their study revealed that three-star hotels in Kenya have a crucial problem that is linked to skilled workforce and the capacity to compete globally.

Tajeddini (2011) studied the effects of employee orientation and new service development on the Swiss Hotel Industry. The study noted that employee orientation has a significant impact on organisational performance with a recommendation that organisations should orient their new employees to help them understand the organisation's requirements, objectives, and goals. Nwachukwu (2017) researched the relationship between training methods and organisational performance of listed companies in Nigeria. The study revealed that new teaching, learning and training

methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment. In Kenya, Onyango (2009) undertook a study to establish whether performance management practices had an impact on the competitiveness of four and five-star hotels in Nairobi. The study noted that although most four-star and five-star hotels had performance management systems, they were not effective in the discharge of their core functions.

While the above literature provides a glimpse on the possible indicators of the influence of employee training on organisational performance, they fail to dissect the kinds of relationships that may exist between training and organisational performance in threestar hotels. This study intends to investigate the influence of training on the organizational performance of three-star hotels in Nairobi City County, Kenya. Specifically, this research will provide a focus on the contributions of training methods, training design, training needs analysis, and employee orientation on organizational performance of three-star hotels in Nairobi City County, Kenya.

1.3 Purpose of the Study

The purpose of this study will be to investigate the influence of Training on the Organizational Performance Three-star Hotels in Nairobi City County, Kenya.

1.4 Objectives of the Study

The objectives of this study will be:

- i. To assess the effect of Training Methods on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya;
- ii. To examine the effect of Training

Design on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya; iii. To evaluate the effect of Training Needs Analysis on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya.
iv. To assess the effect of employee orientation on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya.

1.5 Research Questions

This study will be guided by the following questions:

- i) What is the effect of Training Methods on Organizational Performance in threestar rated Hotels in Nairobi City County, Kenya?
- ii) What is the effect of Training Design on Organizational Performance in threestar rated Hotels in Nairobi City County, Kenya?
- iii) To what extent does Training Needs Analysis influence the Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya?
- iv) To what extent does employee orientation influence the Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya?

1.6 Significance of the Study

The findings of the study will be beneficial to hotel owners and managers in Nairobi City County, the academic community, and the Kenyan Government. The hotel owners and managers in Nairobi City County will design and put into practice employeetraining programmes that help enhance their performance. The findings of the study will inform the academic community on the effects of training on organisational performance, which will drive further discourse. The Kenyan Government may use these findings to

formulate policies and strategies which may have good prospects of improving the performance of the hotel industry.

1.7 The Scope of Study

The study will survey classified three-star rated hotels in Nairobi City County. The scope will be limited to only an investigation of the influence of the employee training on the organizational performance which includes the hotel industry in three-star rated hotels. The study focuses on the employee training of hotel performance towards training methods, training design; training needs analysis, evaluation of training on organisational performance in three-star rated hotels in Nairobi City County, Kenya.

The time duration expected to take is from April 2024 to August 2024.

1.8 Limitations of the Study

This study will be limited with regard to the degree of disclosure of data and cooperation from the various respondents. Some respondents are likely to fear being victimised for disclosing sensitive sales information strategies and may therefore not provide reliable data. Furthermore, some respondents may not be willing to cooperate with the excuse of being too busy in their workstations thus making it hard for the researcher to collect data for the research work in a timely fashion. The study will be limited to use a descriptive research design

1.9 Delimitation of the Study

There are different categories of hotels including vacation hotels, lodges, and town hotels that exist in Nairobi City County. These hotels are classified into five categories by the Tourism Regulatory Authority denoted by stars, with five being the highest while one is

the lowest. This study will not focus on the entire group of hotels but will instead concentrate on three-star rated hotels.

1.10 Assumptions of the Study

Some assumptions will be expected in this study which includes: The study will collect data from the permanent employees or long-term contractual employees within the three-star hotels in Nairobi County Kenya. The chosen data collection instrument will be valid and measure the desired constructs; the respondents will answer questions correctly, truthfully and within the expected time. The respondents will provide all the information to address the research question comprehensively.



1.11 Operational Definitions of Terms

Training: a systematic procedure that offers employees skills, information and understanding of the organisation and its objectives.

Financial statement: is a formalised record of the financial activities and the position of an organisation, person, or other entities.

Operational control: It is the authority over normal organisation operations at the operational level.

Organizational performance: The actual results or output of an organisation as measured against its intended outputs .

Organizational structure: a network of orders and relationships in a formal structure.

Performance level: Specifies the ability of the safety-related parts of the organisation to perform a safety function.

Performance management system: is the systematic process by which workers in a company participate in improving organizational effectiveness in the accomplishment of agency mission and goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews the literature related to the study, focusing on the theoretical framework, empirical studies conducted and the conceptual framework for the study.

2.1 Theoretical Framework

This study will be grounded on the Person-Environment Theory, Goal Setting Theory, and Stakeholders' Theory.

2.1.1 Person-Environment Fit Theory

The Person-Environment Fit (P-E Fit) theory, originating from the work of French, Rodgers, and Cobb (1974), asserts that the compatibility between an individual and their work environment significantly influences their performance, job satisfaction, and overall well-being. P-E Fit can be conceptualized in two primary forms: person-job fit (P-J Fit) and person-organization fit (P-O Fit). Person-job fit refers to the alignment between an individual's abilities, skills, and the demands of the job, while person-organization fit emphasizes the congruence between an individual's values and the organizational culture. These two dimensions are critical in determining the overall fit between employees and their work environments, impacting individual outcomes such as job performance, commitment, and retention (Edwards & Shipp, 2007). Over the years, this theory has been extended to include other sub-dimensions such as person-group fit, person-supervisor fit, and person-vocation fit, all of which illustrate the diverse ways individuals align or mismatch with different aspects of their work environment (Kristof-Brown & Guay, 2011). The notion that individuals seek environments that provide them with satisfaction and a sense of fulfillment suggests that an optimal P-E fit leads to

improved performance and greater organizational commitment (Yu, 2013). Conversely, a mismatch can result in stress, dissatisfaction, and turnover, as employees seek environments that better match their preferences and skills (Meyer, Hecht, Gill, & Toplonysky, 2010).

P-E Fit theory is rooted in interactionist psychology, which posits that human behavior is a function of both individual and environmental factors (Schneider, 1987). This theoretical framework builds on Lewin's (1936) Field Theory, which proposed that behavior is determined by the interaction between the person and their environment, captured in the famous equation, $B = f(P, E)$, where B is behavior, P is the person, and E is the environment. Over time, research has provided empirical evidence supporting the relevance of the P-E Fit theory in predicting job satisfaction, stress, and employee turnover (Cable & DeRue, 2002). This theory also aligns with organizational behavior research that suggests a strong correlation between an employee's fit with the environment and their work attitudes and outcomes (Kristof-Brown, Zimmerman, & Johnson, 2005). The theory has been refined through the development of measures such as perceived fit, which assesses an employee's subjective sense of congruence with their job and organization, and actual fit, which refers to the objective compatibility between job requirements and individual competencies (Jansen & Kristof-Brown, 2006).

One of the central arguments of the P-E Fit theory is the role of congruence in fostering employee well-being and performance. According to Edwards and Rothbard (1999), employees experience psychological strain when there is a mismatch between their personal values, goals, and abilities, and the work environment. This strain can manifest as job dissatisfaction, burnout, or withdrawal behaviors. The theory further suggests that a better fit not only enhances job performance but also reduces absenteeism and turnover

(Hoffman & Woehr, 2006). For instance, a strong person-job fit increases the likelihood that an employee will be motivated to perform well, as their abilities align with job requirements, thus enabling the employee to meet or exceed performance expectations (Sekiguchi, 2004). In contrast, poor fit can lead to disengagement, a decrease in productivity, and eventual separation from the organization, as employees look for roles that better align with their personal goals and competencies (Chuang, Shen, & Judge, 2016).

In recent years, P-E Fit theory has been applied to various organizational contexts, particularly in understanding how organizations can optimize performance through effective human resource management practices. It has been demonstrated that the process of recruitment, selection, and training can be used to enhance P-E Fit by ensuring that employees possess the requisite skills and values that align with the organizational environment (Yu, 2013). Furthermore, organizations can foster better PE Fit by shaping work environments to meet the needs and preferences of employees, thereby promoting higher levels of engagement and satisfaction (Schneider, 1987). Research in the hospitality industry, for instance, indicates that P-E Fit is crucial in determining the performance and retention of employees, especially in roles that require a high level of customer interaction (Baek-Kyoo & Sung-Choon, 2012). Given the dynamic and service-oriented nature of the hotel industry, achieving an optimal fit between employees and their work environment can significantly influence both individual and organizational outcomes (Jiang & Johnson, 2018).

In relation to the present study on the influence of employee training on organizational performance in three-star rated hotels in Nairobi City County, the P-E Fit theory offers a valuable lens through which to assess the effectiveness of training methods. Training, as

a strategic human resource function, is critical in enhancing P-E Fit by equipping employees with the skills and competencies needed to meet job demands and align with the organization's objectives (Kristof-Brown et al., 2005). By offering tailored training methods that match the specific needs of employees and the organization, hotels can improve person-job fit, thereby enhancing individual performance and overall organizational outcomes. For instance, on-the-job training and mentorship programs can help employees align their skills with the practical demands of their roles, thus improving person-job fit and organizational performance (Jiang & Johnson, 2018). The first objective of the study, which seeks to assess the influence of training methods on organizational performance, is directly linked to P-E Fit theory in that the choice of training methods determines how well employees are able to fit into their roles and meet the performance standards of the organization.

Training methods such as workshops, seminars, and hands-on training are essential in fostering both person-job fit and person-organization fit by ensuring that employees not only acquire the technical skills required for their jobs but also internalize the values and culture of the organization (Yu, 2013). By aligning the training design with the employees' existing skills and the strategic objectives of the hotels, the organization can enhance the overall fit between the employee and their work environment, which in turn positively influences performance outcomes (Sekiguchi, 2004). In the context of Nairobi City County's three-star hotels, which operate in a competitive and servicedriven industry, the adoption of training methods that foster a strong P-E Fit is crucial in maintaining high standards of customer service and operational efficiency (BaekKyoo & Sung-Choon, 2012). Employees who are well-trained and who feel a sense of alignment

with the organization are more likely to perform at optimal levels, leading to increased customer satisfaction and higher profitability for the hotels (Kristof-Brown &

Guay, 2011).

Moreover, the study's broader aim to inform policy frameworks for the hotel industry in Kenya can also be understood through the lens of P-E Fit theory. By incorporating P-E Fit principles into human resource policies, hotels can ensure that their recruitment, selection, and training practices promote better alignment between employees and the work environment (Chuang et al., 2016). This alignment is particularly important in the hospitality industry, where employee performance is closely tied to customer experiences. Training programs that emphasize both technical skills and cultural alignment can help create a workforce that is not only competent but also committed to the values and goals of the organization (Edwards & Shipp, 2007). As a result, hotels that prioritize P-E Fit in their training and development programs are more likely to achieve sustainable competitive advantages in the market (Jiang & Johnson, 2018). In conclusion, the Person-Environment Fit theory provides a robust framework for understanding the relationship between employees and their work environments, with implications for performance, job satisfaction, and retention. The theory's emphasis on congruence between individual abilities and job demands, as well as alignment between personal values and organizational culture, highlights the importance of strategic human resource practices such as training in fostering an optimal fit. In the context of the study on three-star rated hotels in Nairobi City County, P-E Fit theory underscores the critical role of training methods in enhancing person-job fit and person-organization fit, thereby improving organizational performance. The study's first objective, which focuses on the influence of training methods on performance, is closely aligned with the P-E Fit theory, as effective training enhances employee fit with their roles and the organization, leading

to better performance outcomes. Through the application of P-E Fit principles, the study aims to contribute to the development of policy frameworks that enhance the competitiveness and operational efficiency of the hotel industry in

Kenya.

2.1.2 Goal Setting Theory

Goal Setting Theory, introduced by Edwin Locke in the late 1960s, posits that individuals who set specific, challenging goals perform better than those who set vague or easy goals (Locke & Latham, 1990). This theory suggests that setting clear and attainable goals leads to higher performance because they guide an individual's attention, effort, and persistence toward relevant tasks (Latham & Locke, 2013). According to Locke and Latham (2019), specific and challenging goals provide direction and foster a sense of commitment, encouraging individuals to persist even in the face of obstacles. These goals also facilitate task strategies by prompting individuals to draw upon their knowledge and skills, thereby improving the quality and effectiveness of their work (Locke & Latham, 2019). The underlying principle is that human behavior is driven by purposeful intention, and individuals are motivated to achieve goals that they perceive as valuable. When goals are clearly defined, individuals are more likely to be motivated, experience greater satisfaction, and ultimately perform better because the goals help to narrow attention on task-relevant information and actions (Latham et al., 2017). The theory also emphasizes the importance of feedback, as individuals need to understand how well they are progressing toward their goals. Feedback helps to reinforce behaviors, correct mistakes, and adjust strategies, which contributes to the achievement of the goals set (Locke & Latham, 2002).

The development of Goal Setting Theory was heavily influenced by research in psychology and motivation, particularly the work of Kurt Lewin on intention and field theory (Locke & Latham, 2002). The theory aligns with Lewin's notion that behavior is driven by goals and intentions, which provide individuals with a sense of purpose and direction. Furthermore, it draws on the cognitive psychology perspective, which suggests that people are rational decision-makers who engage in goal-directed behavior. Locke and Latham (2013) expanded upon earlier motivation theories by demonstrating that the specificity and difficulty of goals are critical determinants of performance. Their research highlighted that not only does the presence of goals improve performance, but the nature of the goals—specifically, how challenging and clear they are—can also significantly influence outcomes (Latham & Locke, 2006). For goals to be effective, they need to strike a balance between being challenging enough to motivate effort and being attainable so that individuals do not become discouraged. When goals are set too high, individuals may experience frustration or anxiety, leading to decreased motivation and performance (Seijts, Latham, Tasa, & Latham, 2004). On the other hand, when goals are too easy, individuals may not feel sufficiently challenged, resulting in underperformance or complacency (Locke & Latham, 2002).

One of the key elements of Goal Setting Theory is the concept of goal commitment, which refers to an individual's determination to achieve a set goal (Kleingeld, van Mierlo, & Arends, 2011). High levels of goal commitment are essential because they influence the extent to which individuals are willing to invest effort and persist over time, especially when faced with challenges. Goal commitment can be enhanced by involving individuals in the goal-setting process, as participation increases the likelihood that they will accept the goals and work toward them (Locke & Latham, 2006). Additionally, factors such as

self-efficacy—an individual's belief in their ability to achieve a goal—play a significant role in determining both goal commitment and performance (Bandura, 1997). Individuals with high self-efficacy are more likely to set challenging goals and persist in their efforts, whereas those with low self-efficacy may shy away from difficult tasks or give up more easily (Seijts & Latham, 2011). As a result, training and development programs that focus on enhancing employees' skills and self-efficacy can improve goal commitment and, ultimately, performance (Latham & Locke, 2006).

Feedback is another critical aspect of Goal Setting Theory, as it provides individuals with information about their progress toward their goals (Locke & Latham, 2019). Effective feedback helps individuals assess whether they are on track to meet their goals or whether adjustments need to be made. Feedback can take various forms, such as performance appraisals, peer reviews, or self-assessments, and it is most effective when it is specific, timely, and constructive (Latham & Locke, 2006). Positive feedback reinforces behaviors that contribute to goal achievement, while corrective feedback helps individuals modify their strategies or actions to improve performance. Moreover, feedback contributes to the development of task-specific skills and knowledge, which can enhance individuals' ability to achieve their goals (Kleingeld et al., 2011). Goal Setting Theory also highlights the importance of breaking down large or complex goals into smaller, more manageable sub-goals. These sub-goals act as stepping stones that help individuals track their progress and maintain motivation over time (Locke & Latham, 2019). As individuals achieve sub-goals, they experience a sense of accomplishment, which boosts their confidence and reinforces their commitment to the larger goal.

The relevance of Goal Setting Theory in organizational settings has been widely recognized, as it provides a framework for enhancing employee motivation and

performance through effective goal setting (Seijts et al., 2004). Organizations that implement structured goal-setting practices, such as setting specific performance targets, providing regular feedback, and fostering employee participation in the goalsetting process, are more likely to achieve higher levels of performance and productivity (Latham et al., 2017). The theory has been applied in various organizational contexts, including management, human resource development, and employee training (Latham & Locke, 2013). In particular, it has been found to be highly effective in improving employee performance in complex, task-oriented environments where clear direction and motivation are essential (Seijts & Latham, 2011). Research has shown that when employees are involved in the goal-setting process and provided with feedback, they are more likely to feel engaged and committed to their work, leading to improved performance outcomes (Kleingeld et al., 2011).

In the context of the current study on the influence of training design on organizational performance in three-star rated hotels in Nairobi City County, Goal Setting Theory offers a useful framework for understanding how training design can impact performance. Training design refers to the structured approach used to deliver training programs, which includes setting learning objectives, determining the content and methods of instruction, and providing feedback to learners (Latham et al., 2017). By incorporating the principles of Goal Setting Theory into the design of training programs, hotels can ensure that employees are equipped with specific, challenging goals that align with the organization's performance objectives. For example, training programs that set clear learning goals and provide regular feedback to participants are more likely to lead to improved performance because employees are given a sense of direction and motivation to achieve those goals (Locke & Latham, 2019). Additionally, by involving employees

in the goal-setting process, such as by allowing them to identify areas for skill development or performance improvement, hotels can enhance employees' commitment to the training program and, by extension, their commitment to achieving organizational goals (Seijts et al., 2004).

The second objective of the study, which seeks to examine the influence of training design on organizational performance, is directly linked to Goal Setting Theory in several ways. First, effective training design relies on the establishment of clear learning goals that are specific and challenging, which aligns with the core principles of Goal Setting Theory (Latham et al., 2017). By setting clear training objectives, hotels can ensure that employees know what is expected of them and are motivated to achieve the desired outcomes. For instance, if a training program is designed to improve customer service skills, setting specific goals related to customer interaction, problemsolving, and communication can help employees focus their efforts on the areas that will have the most significant impact on organizational performance (Seijts & Latham, 2011). Second, the inclusion of feedback in the training design process is essential for reinforcing learning and ensuring that employees are making progress toward their goals. Feedback provides employees with information about their performance, allowing them to adjust their behavior and strategies to meet the goals set during the training program (Locke & Latham, 2019). This is particularly important in the hospitality industry, where customer satisfaction and service quality are directly linked to employee performance (Latham et al., 2017). Therefore, hotels that design training programs with clear goals, challenging objectives, and regular feedback are more likely to see improvements in employee performance, which will, in turn, enhance overall organizational performance.

In conclusion, Goal Setting Theory provides a comprehensive framework for understanding how individuals and organizations can achieve higher levels of performance through the establishment of specific, challenging goals. The theory emphasizes the importance of goal specificity, difficulty, commitment, and feedback in driving performance outcomes. In organizational settings, the application of Goal Setting Theory has been shown to improve employee motivation, engagement, and productivity, particularly when employees are involved in the goal-setting process and provided with regular feedback. In the context of the current study on the influence of training design on organizational performance in three-star rated hotels in Nairobi City County, Goal Setting Theory is particularly relevant because it highlights the importance of setting clear learning objectives and providing feedback to employees during training programs. By incorporating these principles into training design, hotels can enhance employee performance and achieve better organizational outcomes. The study's second objective, which focuses on training design, is directly linked to Goal Setting Theory, as effective training design involves the establishment of specific, challenging goals that motivate employees to improve their performance. Through the application of Goal Setting Theory, the study aims to contribute to the development of best practices for training design in the hospitality industry, ultimately leading to improved organizational performance.

2.1.3 Stakeholder Theory

Stakeholder Theory, originally developed by R. Edward Freeman in 1984, posits that organizations should consider the interests of all stakeholders, not just shareholders, when making decisions (Freeman, 1984). This theory challenges the traditional shareholder-centric view of business, which focuses primarily on maximizing profits for

shareholders. Instead, Stakeholder Theory advocates for a broader perspective in which organizations are seen as part of a complex network of relationships with various stakeholders, including employees, customers, suppliers, communities, governments, and even the environment (Freeman, Harrison, & Wicks, 2007). The fundamental idea is that the success of an organization depends on its ability to create value for all these stakeholders, as they each have a vested interest in the organization's operations and can influence its long-term sustainability (Harrison, Freeman, & Abreu, 2015). By balancing the interests of diverse stakeholder groups, organizations can achieve sustainable success and build long-term resilience (Freeman, 2010). Stakeholder Theory suggests that stakeholders are not only affected by the organization's actions but also have the power to influence organizational outcomes. Therefore, recognizing and managing stakeholder relationships is essential for organizational success (Jones, Harrison, & Felps, 2018).

The roots of Stakeholder Theory are deeply embedded in ethics and organizational theory. Freeman (1984) argued that managers should not merely focus on profit maximization for shareholders but also consider the broader implications of their decisions on other parties who have a stake in the organization's activities. This normative aspect of Stakeholder Theory emphasizes ethical decision-making, where businesses have moral obligations to treat stakeholders fairly and equitably (Phillips, Freeman, & Wicks, 2003). In this regard, the theory stands in contrast to the neoclassical economic view, which prioritizes shareholder wealth over other concerns. Stakeholder Theory proposes that organizations need to operate in a way that recognizes the interconnectedness of different stakeholder groups and how they contribute to organizational success. For instance, happy and well-trained employees lead to better customer service, which in turn generates customer loyalty and increased profitability

(Freeman, 2010). Similarly, maintaining positive relationships with suppliers ensures smooth supply chain operations, while good community relations can enhance a company's social license to operate (Harrison et al., 2015).

One of the core principles of Stakeholder Theory is the concept of "stakeholder engagement," which involves identifying key stakeholders, understanding their needs and interests, and actively involving them in decision-making processes (Freeman et al., 2007). Effective stakeholder engagement ensures that diverse perspectives are considered, helping organizations mitigate risks, capitalize on opportunities, and navigate complex social and economic environments (Jones et al., 2018). It also fosters trust and collaboration, which are essential for building long-term relationships that support organizational performance (Freeman & McVea, 2001). Furthermore, Stakeholder Theory underscores the importance of transparency and accountability, as organizations are expected to be open about their operations and decisions, thereby earning the trust and support of their stakeholders (Greenwood, 2007). This is particularly relevant in today's business environment, where social and environmental issues, such as corporate social responsibility (CSR) and sustainability, have become critical to organizational legitimacy and success (Freeman et al., 2020).

Recent developments in Stakeholder Theory have focused on its application to corporate governance, strategy, and sustainability (Freeman et al., 2020). For example, stakeholder-oriented governance models advocate for the inclusion of stakeholders in decision-making bodies, such as boards of directors, to ensure that their interests are adequately represented (Freeman et al., 2020). This approach contrasts with traditional governance models, which prioritize shareholder interests. In addition, research has shown that stakeholder engagement strategies can enhance innovation and drive competitive

advantage by fostering collaborative problem-solving and knowledge sharing across stakeholder groups (Harrison et al., 2015). Moreover, organizations that adopt a stakeholder-focused approach are more likely to be resilient in the face of external pressures, such as regulatory changes or shifting market conditions, as they are better equipped to adapt to evolving stakeholder expectations and needs (Jones et al., 2018). Overall, Stakeholder Theory highlights the need for a holistic approach to business management, where the interests of all stakeholders are considered in decision-making processes.

Stakeholder Theory also emphasizes the interdependence between businesses and society, suggesting that organizations have a social responsibility to contribute positively to the communities and environments in which they operate (Freeman et al., 2007). This perspective aligns with the concept of shared value, which argues that organizations can achieve both economic success and social progress by addressing societal needs through their business operations (Porter & Kramer, 2011). For instance, companies that invest in employee training and development not only improve their workforce's skills and productivity but also contribute to the overall development of human capital in society (Freeman et al., 2020). Additionally, businesses that prioritize environmental sustainability can reduce their ecological footprint while gaining a competitive edge by meeting the growing consumer demand for environmentally friendly products and services (Harrison et al., 2015). Thus, Stakeholder Theory suggests that organizations should strive to create value not only for shareholders but for society as a whole.

In the context of the present study, which examines the influence of training needs analysis (TNA) on organizational performance in three-star rated hotels in Nairobi City County, Stakeholder Theory provides a relevant framework for understanding how

organizations can align their training programs with the interests and needs of various stakeholders. Training needs analysis involves identifying the specific skills, knowledge, and competencies that employees need to perform their jobs effectively (Harrison & Lockwood, 2020). By conducting a thorough TNA, hotels can ensure that their training programs are aligned with the strategic goals of the organization while also addressing the needs and expectations of key stakeholders, such as employees, customers, and the broader community (Freeman et al., 2020). For example, employees are key stakeholders whose skills and competencies directly impact organizational performance. By involving employees in the TNA process, hotels can ensure that the training programs meet their professional development needs, thereby improving job satisfaction and retention (Greenwood, 2007). Similarly, customers are important stakeholders who expect high-quality service in the hospitality industry. By designing training programs that enhance employees' customer service skills, hotels can improve customer satisfaction and loyalty, which ultimately contributes to improved organizational performance (Harrison et al., 2015).

The third objective of the study, which seeks to evaluate the influence of TNA on organizational performance, is closely linked to Stakeholder Theory. TNA is a crucial component of strategic human resource management, as it ensures that training programs are not only aligned with the organization's goals but also consider the needs of various stakeholders (Freeman et al., 2007). In the case of three-star hotels in Nairobi, conducting a comprehensive TNA can help align the skills of employees with the service standards expected by customers, thereby enhancing the overall guest experience and improving organizational performance (Harrison & Lockwood, 2020). Moreover, by involving stakeholders such as employees and customers in the TNA process, hotels can foster a

sense of collaboration and trust, which is essential for longterm success (Jones et al., 2018). For example, employees who feel that their input is valued in the design of training programs are more likely to be committed to their jobs and perform at higher levels (Greenwood, 2007). Additionally, by addressing customer needs through targeted training, hotels can build strong relationships with their guests, leading to increased customer loyalty and repeat business (Harrison et al., 2015). Therefore, the application of Stakeholder Theory to the study highlights the importance of considering the needs and interests of all stakeholders in the development and implementation of training programs, which in turn contributes to improved organizational performance.

In conclusion, Stakeholder Theory provides a comprehensive framework for understanding the complex relationships between organizations and their stakeholders. The theory emphasizes the importance of balancing the interests of various stakeholder groups, including employees, customers, suppliers, and communities, to achieve longterm organizational success. By engaging stakeholders in decision-making processes and addressing their needs and expectations, organizations can build trust, foster collaboration, and create value for all parties involved (Freeman et al., 2007). In the context of the present study, Stakeholder Theory is particularly relevant in understanding how training needs analysis can influence organizational performance in three-star rated hotels in Nairobi City County. By aligning training programs with the needs of employees and customers, hotels can enhance service quality, improve employee satisfaction, and ultimately drive better organizational outcomes. The study's third objective, which focuses on evaluating the influence of TNA on organizational performance, is directly linked to Stakeholder Theory, as it highlights the importance of involving stakeholders in the design and implementation of training programs. Through

the application of Stakeholder Theory, the study aims to contribute to the development of best practices for human resource management in the hospitality industry, leading to improved organizational performance and stakeholder satisfaction.

2.2 Empirical Literature

This section highlights four Training structures: Training Methods, Training Design, Training Needs Analysis and Employee Orientation.

2.2.1 Training Methods and Organisational Performance

Globally, training methods have been identified as crucial for enhancing organizational performance across various sectors, including the hospitality industry. In the United States, organizations have increasingly embraced a variety of training methods, such as e-learning, on-the-job training, and mentorship programs, to enhance employee competencies and improve overall organizational outcomes. Research by Noe and Kodwani (2018) highlights that organizations that implement structured and continuous training programs report higher employee productivity and job satisfaction, which in turn contributes to improved organizational performance. E-learning, in particular, has become a popular method due to its flexibility, enabling employees to learn at their own pace while reducing training costs for organizations.

In the United Kingdom, the focus on blended learning methods, which combine traditional classroom training with digital tools, has shown significant benefits in improving both individual and organizational performance. A study by Davies et al. (2016) demonstrated that organizations employing blended learning approaches experienced better employee retention rates and improved knowledge transfer, which are essential for maintaining competitive advantage in the dynamic business environment.

Furthermore, the hospitality industry has leveraged such methods to enhance customer service delivery, a key performance indicator in the sector. Training methods that foster interactive and collaborative learning have proven to be effective in developing the soft skills required for customer-facing roles in hotels.

Australia offers another example of the global impact of training methods on organizational performance. A study by Ferguson and Cheetham (2019) explored the impact of using experiential learning, particularly in the hospitality industry, where employees engage in simulations and role-playing scenarios to enhance their practical skills. This method has been effective in boosting employee confidence, problemsolving abilities, and adaptability in real-world situations. The study found that organizations that invested in experiential learning saw not only an improvement in employee performance but also in customer satisfaction and loyalty, key metrics of organizational success in the hospitality sector.

In Africa, the importance of training methods in improving organizational performance is also evident, with several countries recognizing the need for effective employee development programs. In South Africa, research has shown that organizations that implement comprehensive training methods, such as on-the-job training and formal classroom instruction, tend to perform better in terms of employee productivity and overall organizational outcomes. According to a study by Du Plessis and Frederick (2016), companies in the hospitality industry that prioritize continuous employee development through structured training programs report higher levels of service quality and customer satisfaction, both of which are crucial for sustaining competitiveness in the market.

Nigeria has also experienced significant progress in the implementation of training methods within the hospitality industry. A study by Onah and Anikwe (2019) found that training methods such as workshops and vocational training programs have had a profound impact on employee performance and customer service delivery. The study indicated that organizations investing in employee training experienced better financial performance and increased customer loyalty. Onah and Anikwe's findings highlight the importance of tailored training methods that address the specific skills required in the hospitality sector, such as communication, conflict resolution, and technical service delivery skills.

In Egypt, the tourism and hospitality sector plays a crucial role in the country's economy, and the adoption of modern training methods has been instrumental in improving organizational performance. A study by Youssef et al. (2017) revealed that formal training programs combined with mentoring have had a positive impact on employee productivity and service quality in the hospitality industry. The study also indicated that these training methods contributed to lower employee turnover rates, as trained employees felt more engaged and committed to their organizations. This is particularly important in a country where the hospitality industry is a major contributor to economic growth, making training methods a key factor in sustaining organizational success.

In Kenya, the hospitality industry has been rapidly growing, and the role of training methods in improving organizational performance has become increasingly recognized.

In Nairobi's three-star rated hotels, organizations have begun to implement a variety of training methods to enhance employee skills and service delivery. A study by Kimani and Waithaka (2020) found that on-the-job training has been one of the most effective methods used in Kenyan hotels to improve employee performance. The study revealed

that hotels that frequently offered hands-on training opportunities for their employees reported higher customer satisfaction levels and improved financial performance. The findings suggest that practical training methods that align with the daily operations of hotel employees lead to better performance outcomes.

In addition to on-the-job training, mentorship and coaching have also been adopted as effective training methods in the Kenyan hospitality industry. Research by Ochieng and Kinyanjui (2019) highlighted that mentorship programs in Nairobi's hotels have significantly contributed to the development of employees' leadership and problemsolving skills, which are critical for career advancement and organizational success. The study demonstrated that hotels with well-structured mentorship programs reported higher employee retention rates and improved customer service quality, indicating that personalized training approaches are instrumental in improving organizational performance.

Further, Mwangi and Njiru (2021) explored the use of e-learning as a training method in Nairobi's hotels, particularly during the COVID-19 pandemic when in-person training was limited. The study found that hotels that adopted e-learning platforms for employee training experienced improved flexibility and accessibility, allowing employees to enhance their skills without disrupting daily operations. The use of digital training methods was associated with better performance outcomes, as employees could continuously update their knowledge and skills in response to changing market demands. Mwangi and Njiru's findings underscore the importance of leveraging modern technology in training programs to ensure that employees remain competent and adaptive in the face of industry challenges.

In conclusion, the influence of training methods on organizational performance is evident globally, across Africa, and specifically in Kenya. Training methods such as on-the-job training, mentorship, experiential learning, and e-learning have been shown to enhance employee skills, improve service quality, and ultimately contribute to the success of organizations in the hospitality industry. In Nairobi City County's three-star rated hotels, the adoption of diverse training methods has proven to be critical in improving organizational performance, as they align with the specific needs and challenges faced by the industry.

2.2.2 Training Design and Organisational Performance

Globally, the importance of training design in improving organizational performance has been widely recognized. In the United States, the hospitality industry has heavily invested in structured training designs that emphasize the customization of training content to match specific organizational goals. A study by Noe and Kodwani (2018) found that well-designed training programs, incorporating clear learning objectives and tailored content, significantly enhance employee performance and organizational productivity. The study emphasized the role of interactive and practical training designs in fostering employee engagement and knowledge retention, which leads to better service delivery and overall organizational performance. Hotels that prioritize structured training designs were found to achieve better financial performance and employee retention rates.

In Japan, training design has also played a pivotal role in shaping the performance of organizations, particularly in the hospitality sector. A study by Yamazaki and Kayes (2019) indicated that Japanese hotels have adopted training designs that incorporate both technical and cultural training components to align employees with organizational values and service standards. The integration of these elements into training design has helped

to standardize service quality and improve customer satisfaction. Yamazaki and Kayes' research highlights that hotels that design training programs to incorporate not only job-specific skills but also organizational culture see significant improvements in both operational efficiency and employee loyalty, ultimately leading to superior organizational performance.

In Canada, experiential and blended training designs have gained prominence in the hospitality industry as a way to improve organizational outcomes. A study by Stone and Deadrick (2017) found that Canadian hotels that implemented training programs combining experiential learning, classroom instruction, and e-learning achieved higher levels of employee competency and adaptability. These blended training designs were shown to enhance both technical skills and soft skills, such as communication and teamwork, which are essential for providing excellent customer service. As a result, organizations that invested in comprehensive training designs saw improvements in customer satisfaction scores, employee engagement, and overall organizational performance.

In Africa, the role of training design in enhancing organizational performance has also been extensively explored. In South Africa, the hospitality industry has recognized the importance of well-structured training designs that include clear training objectives, a focus on employee development, and continuous evaluation. A study by Du Plessis and Frederick (2016) found that South African hotels that implemented structured and continuous training programs experienced significant improvements in service delivery and employee satisfaction. The research highlighted that well-designed training programs, which include both theoretical and practical components, not only improve

individual employee performance but also contribute to overall organizational success by increasing service quality and customer satisfaction.

In Ghana, a study by Mensah and Tawiah (2018) explored the impact of structured training design on the performance of employees in the hospitality industry. The study found that hotels that invested in well-structured training programs with clearly defined objectives and relevant content experienced improvements in operational efficiency and customer satisfaction. Mensah and Tawiah emphasized that training designs that included regular assessments and feedback mechanisms allowed employees to continuously improve their performance, resulting in enhanced organizational outcomes. The study also noted that training designs focused on soft skills, such as communication and problem-solving, were particularly effective in improving customer relations in the hospitality sector.

In Nigeria, the role of training design in the hospitality industry has been increasingly recognized as a key driver of organizational performance. A study by Onah and Anikwe (2019) examined the influence of structured training programs on employee performance in Nigerian hotels and found that hotels with well-designed training frameworks that incorporated both in-person and digital learning methods reported higher levels of employee competence and customer satisfaction. Onah and Anikwe's research demonstrated that training designs that align with the specific needs of the organization and its employees lead to more effective knowledge transfer, increased employee engagement, and improved organizational outcomes.

In Kenya, the hospitality industry has grown significantly, and the role of training design in enhancing organizational performance has become a critical focus for many hotels. A study by Kimani and Waithaka (2020) found that hotels in Nairobi City County that

invested in comprehensive training designs, which included clear learning outcomes and interactive methods, experienced better service quality and employee productivity. The study revealed that training designs that incorporate hands-on learning experiences, such as on-the-job training, were particularly effective in improving the performance of employees, leading to higher customer satisfaction and improved organizational performance. The research concluded that hotels that prioritize well-structured training designs are better equipped to meet the demands of the competitive hospitality industry. Further research by Ochieng and Kinyanjui (2019) explored the impact of tailored training designs on employee performance in three-star hotels in Nairobi City County. The study found that hotels that adopted training programs designed to meet the specific needs of their employees saw significant improvements in service delivery and operational efficiency. Ochieng and Kinyanjui emphasized the importance of continuous evaluation and feedback in training design, which allowed employees to refine their skills and improve their performance over time. The findings indicate that a well-structured training design, which is aligned with the hotel's strategic objectives, directly contributes to enhanced organizational performance.

Mwangi and Njiru (2021) examined the influence of e-learning-based training designs on the performance of employees in Nairobi's hospitality sector. The study found that hotels that adopted e-learning platforms as part of their training design, particularly during the COVID-19 pandemic, were able to continue training employees without disrupting operations. The flexibility and accessibility of e-learning allowed employees to improve their skills and adapt to new market conditions. Mwangi and Njiru's findings suggest that incorporating digital learning methods into training designs not only enhances employee

skills but also improves organizational resilience and performance in the face of external challenges.

In conclusion, the influence of training design on organizational performance is evident globally, across Africa, and in Kenya. Well-structured training designs that incorporate clear learning objectives, practical learning experiences, and continuous feedback are essential in improving employee skills, service quality, and overall organizational outcomes. In Nairobi City County's three-star rated hotels, the adoption of diverse and comprehensive training designs has been shown to play a critical role in enhancing organizational performance, as they align with the unique demands of the hospitality industry and the specific needs of employees.

2.2.3 Training Needs Analysis and Organisational Performance

Globally, Training Needs Analysis (TNA) is recognized as a fundamental step in ensuring the effectiveness of training programs and improving organizational performance. In the United States, TNA has been widely applied to align training programs with organizational goals and employee competencies. A study by Brown (2017) found that organizations that systematically conduct TNA achieve better employee performance, as the training is tailored to address specific gaps in knowledge and skills. This approach ensures that resources are efficiently used, and the training provided directly enhances the areas that most impact organizational performance, such as customer service and operational efficiency.

In the United Kingdom, TNA has also played a critical role in enhancing organizational performance, particularly in the service and hospitality industries. A study by Davies et al. (2016) emphasized the importance of TNA in identifying the specific training needs of employees at various levels within the organization. The study found that when hotels

conducted comprehensive TNA, they were better able to develop customized training programs that addressed both individual and organizational needs. As a result, these organizations experienced higher employee engagement, improved service quality, and increased customer satisfaction, all of which contributed to better financial performance. In Australia, the hospitality industry has embraced TNA as a vital component of its human resource strategy. A study by Ferguson and Cheetham (2019) revealed that Australian hotels that incorporated TNA into their training programs saw a marked improvement in employee skills, particularly in areas such as customer service, communication, and problem-solving. The research highlighted that TNA helps organizations identify specific areas where employees lack competence, allowing for targeted training interventions that lead to improved service delivery and organizational efficiency. The study concluded that conducting TNA is essential for ensuring that training programs are relevant and impactful, ultimately contributing to better organizational performance.

In Africa, TNA has gained recognition as a critical tool for improving organizational performance, particularly in the hospitality industry. In South Africa, for instance, TNA has been widely implemented to ensure that training programs are aligned with both the strategic goals of organizations and the skills required by employees. A study by Du Plessis and Frederick (2016) found that South African hotels that used TNA to identify skill gaps were able to develop more effective training programs, which led to improved employee performance and customer service. The study emphasized that TNA helps organizations focus their training efforts on areas that are most critical to achieving business objectives, resulting in higher productivity and better organizational outcomes.

In Nigeria, the importance of TNA in enhancing organizational performance has also been recognized. A study by Onah and Anikwe (2019) found that Nigerian hotels that conducted thorough TNA experienced improved service delivery, employee satisfaction, and customer retention. The research showed that TNA helps organizations tailor their training programs to meet the specific needs of their employees, ensuring that the training is relevant and effective. The study concluded that TNA is essential for aligning employee skills with organizational goals, leading to better performance outcomes and competitive advantage in the hospitality sector.

In Egypt, TNA has been instrumental in improving the performance of organizations in the hospitality and tourism industries. A study by Youssef et al. (2017) found that Egyptian hotels that invested in TNA were better able to design training programs that addressed the specific needs of their employees, particularly in areas such as customer service, language skills, and cultural awareness. The research highlighted that TNA helps organizations ensure that their training programs are not only relevant to the current needs of the business but also anticipate future skill requirements. As a result, hotels that conducted TNA experienced higher levels of customer satisfaction, employee retention, and overall organizational performance.

In Kenya, TNA has become increasingly important in the hospitality industry as hotels seek to improve service delivery and enhance organizational performance. A study by Kimani and Waithaka (2020) found that three-star hotels in Nairobi City County that conducted regular TNA were able to identify the specific training needs of their employees and develop targeted training programs. The study revealed that TNA helps hotels align their training efforts with organizational objectives, leading to improved employee performance, customer satisfaction, and operational efficiency. The findings

suggest that hotels that prioritize TNA are better positioned to enhance their competitiveness in the dynamic hospitality industry.

Further research by Ochieng and Kinyanjui (2019) explored the impact of TNA on employee performance in Kenyan hotels and found that hotels that conducted thorough TNA experienced significant improvements in service quality and customer satisfaction. The study emphasized that TNA allows hotels to identify the most critical skills gaps and address them through focused training programs. By aligning training with the specific needs of both the organization and its employees, hotels were able to improve employee productivity, which in turn contributed to better organizational performance.

Mwangi and Njiru (2021) examined the role of TNA in improving organizational performance in Nairobi's three-star hotels, particularly during the COVID-19 pandemic when training needs shifted significantly. The study found that hotels that conducted TNA during this period were able to quickly adapt their training programs to address new challenges, such as health and safety protocols and remote service delivery. By identifying the emerging training needs of their employees, these hotels were able to maintain high service standards despite the disruptions caused by the pandemic.

Mwangi and Njiru's findings underscore the importance of TNA in ensuring that training programs remain relevant and effective in the face of changing industry demands, ultimately contributing to sustained organizational performance.

In conclusion, TNA is a critical factor in improving organizational performance across the globe, in Africa, and specifically in Kenya. By identifying the specific training needs of employees and aligning training programs with organizational goals, hotels are able to enhance employee skills, improve service quality, and achieve better overall performance. In Nairobi City County's three-star rated hotels, the use of TNA has proven

to be instrumental in addressing skill gaps, adapting to industry changes, and maintaining high standards of service, all of which contribute to improved organizational outcomes.

2.2.4 Employee Orientation and Organisational Performance

Globally, employee orientation has been recognized as a critical factor in enhancing organizational performance, particularly in the hospitality industry. In the United States, employee orientation programs have been extensively researched, with studies showing that well-structured orientation processes significantly improve employee engagement, job satisfaction, and retention rates. According to Bauer et al. (2015), orientation programs that effectively introduce new employees to the company's culture, values, and expectations lead to faster integration and better performance outcomes. Hotels that invest in comprehensive orientation programs benefit from improved customer service and operational efficiency, which directly impact their bottom line.

In the United Kingdom, the hospitality sector has increasingly adopted formalized employee orientation programs to enhance organizational performance. A study by Davies et al. (2016) found that hotels with structured orientation programs experienced higher levels of employee productivity and commitment. These programs, which typically involve training in company values, job-specific skills, and customer service protocols, help employees quickly adapt to their roles, leading to better service delivery. The research highlighted that orientation programs are particularly effective in reducing employee turnover, as they foster a sense of belonging and alignment with the organization's goals, which ultimately contributes to improved organizational performance.

In Australia, the importance of employee orientation has also been emphasized in the hospitality industry. A study by Ferguson and Cheetham (2019) revealed that Australian

hotels with robust orientation programs saw significant improvements in employee performance and customer satisfaction. The study noted that orientation programs that include both formal training and mentorship components help employees acclimate to the organizational environment more quickly. This early engagement with company culture and expectations helps to build a strong foundation for long-term performance, as employees who feel well-integrated into the organization are more likely to provide high-quality service and contribute positively to organizational outcomes.

In Africa, the role of employee orientation in improving organizational performance has gained increasing attention. In South Africa, a study by Du Plessis and Frederick (2016) found that employee orientation programs are essential for enhancing service quality and operational efficiency in the hospitality industry. The research highlighted that South African hotels that invest in orientation programs see better employee performance, as new hires are provided with the necessary skills and knowledge to perform their duties effectively. These programs also contribute to higher levels of employee engagement and job satisfaction, which are key drivers of organizational success in the competitive hospitality sector.

In Nigeria, the influence of employee orientation on organizational performance has been explored, particularly in relation to employee retention and customer service. A study by Onah and Anikwe (2019) found that hotels with comprehensive orientation programs experienced lower employee turnover rates and higher levels of customer satisfaction. The study emphasized that orientation programs help employees understand the organization's goals and values, leading to better alignment with the company's strategic objectives. As a result, Nigerian hotels that prioritize employee orientation not only enhance individual performance but also improve overall organizational outcomes by

fostering a more cohesive and motivated workforce. In Egypt, the tourism and hospitality sector has also recognized the importance of employee orientation in driving organizational performance. A study by Youssef et al. (2017) found that Egyptian hotels that implemented structured orientation programs saw improvements in both employee productivity and customer service quality. The research indicated that orientation programs that introduce employees to the company's operational standards, customer service expectations, and cultural values help to establish a clear understanding of job responsibilities, leading to better performance outcomes. Additionally, orientation programs in Egyptian hotels were found to reduce the time it takes for new employees to reach full productivity, contributing to enhanced organizational efficiency and profitability.

In Kenya, the hospitality industry has increasingly recognized the importance of employee orientation in improving organizational performance, particularly in three-star rated hotels. A study by Kimani and Waithaka (2020) found that Nairobi hotels that invested in formal orientation programs experienced improved employee performance, service quality, and customer satisfaction. The research revealed that orientation programs that focus on introducing employees to the company's culture, values, and operational procedures help new hires integrate more effectively into the organization. This early alignment with organizational goals not only enhances individual performance but also contributes to the overall success of the hotel.

Further research by Ochieng and Kinyanjui (2019) explored the impact of employee orientation on organizational performance in Nairobi's three-star hotels. The study found that hotels that provided comprehensive orientation programs experienced lower employee turnover and higher levels of job satisfaction. Orientation programs that

included training on job-specific skills, customer service, and organizational culture were particularly effective in improving employee performance. The study concluded that employee orientation plays a critical role in ensuring that new employees are well-prepared to meet the demands of their roles, leading to better service delivery and improved organizational performance.

Mwangi and Njiru (2021) examined the role of employee orientation in enhancing organizational performance in Nairobi's hospitality industry during the COVID-19 pandemic. The study found that hotels that adapted their orientation programs to address new health and safety protocols were better able to maintain high standards of service and operational efficiency. The research highlighted that orientation programs that incorporate training on both standard operational procedures and emerging challenges, such as pandemic-related safety measures, are essential for ensuring employee readiness and performance in a rapidly changing environment. Mwangi and

Njiru's findings underscore the importance of continuously evolving orientation programs to meet new industry demands, which directly contributes to sustained organizational success.

In conclusion, the influence of employee orientation on organizational performance is evident across the globe, in Africa, and specifically in Kenya. Well-structured orientation programs that introduce employees to the company's values, culture, and operational procedures have been shown to improve employee performance, service quality, and overall organizational outcomes. In Nairobi City County's three-star rated hotels, the adoption of comprehensive orientation programs has played a critical role in enhancing organizational performance by fostering employee engagement, reducing turnover, and ensuring alignment with organizational goals.

2.3 Conceptual Framework

The diagram below shows how the independent variables relate with the dependent variable:



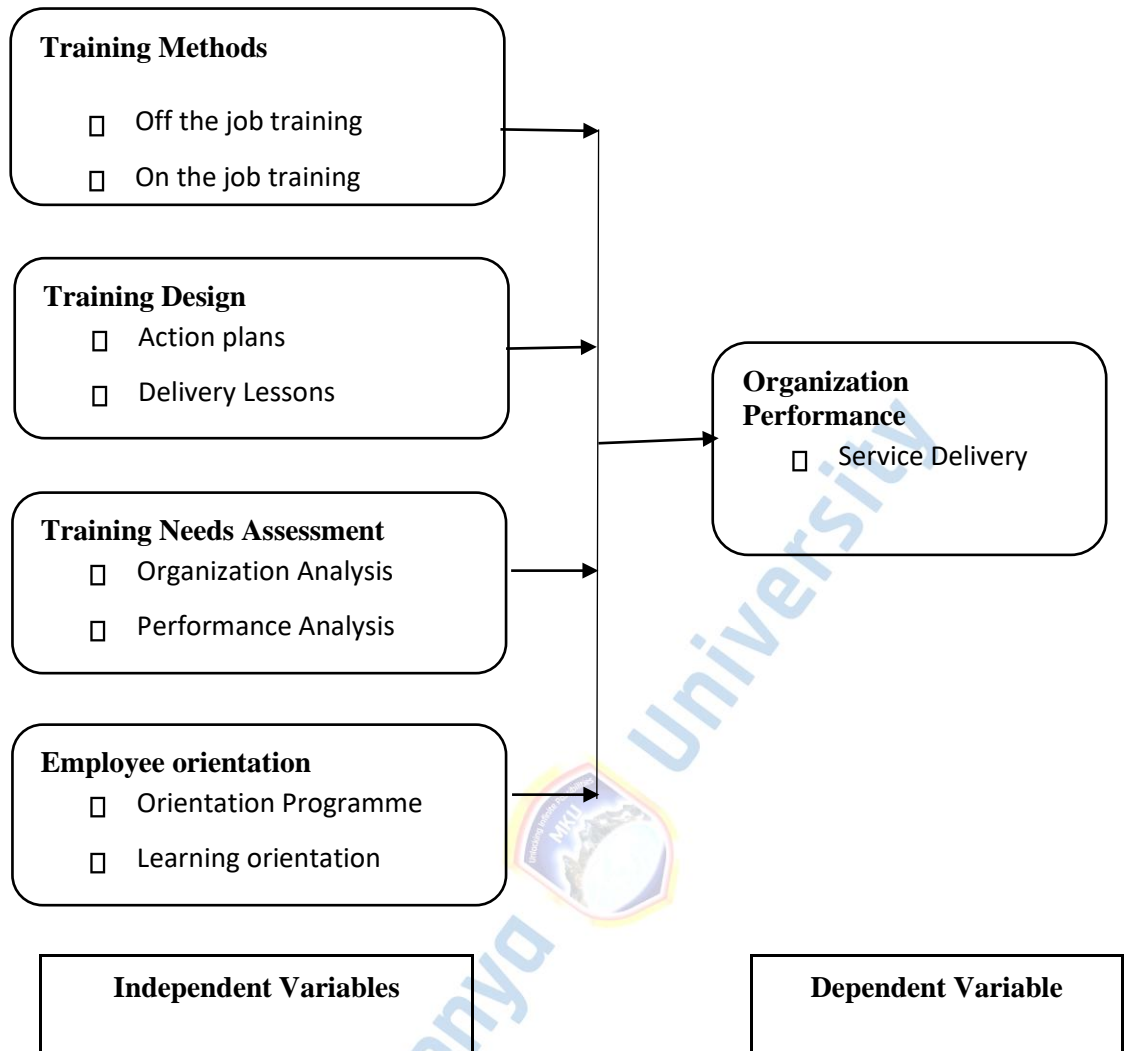


Figure 1: Conceptual Framework

Source: Researcher (2024)

The study has conceptualised four independent variables: Training Methods; Training Design; Training Needs Assessment; and Employee Orientation with Organisational Performance as the Dependent Variable. Organisational Performance of Three-Star rate hotels will be measured in terms of financial achievements, competitive advantage, and quality achievement.

2.4 Recap of Literature Review and Research Gaps

Nwachukwu (2017) undertook a study to establish the relationship between training methods and the performance of listed companies in Nigeria. The study revealed that new teaching, learning and training methods are necessary for any organisation that strives to meet its goals and objectives in an ever-changing business environment. While this study provides a glimpse of the likely impacts of training methods on general organisation, it is not specific. It cannot reveal the exact extent of the likely influence of training methods in the hotel industry. Besides, the study focussed on Nigerian companies and cannot be generalised for the Kenyan situation.

Bissell (2012) undertook a study to establish the relationship between training needs analysis and the performance of organizations. The study revealed that organisations that implemented training without conducting needs assessment performed poorly than those that had sound and clear needs assessment in place. While the study establishes the nature of the positive relationship between training assessment and organisational performance, it is not specific. This study is keen on finding the relationship between training needs assessment has an impact on the performance of the hotel industry. As such, the findings of the mentioned study are likely not to be the same as this research. Gongera (2012) studied the relationship between employee orientation and the performance of organisations in Denmark. Their study revealed that organisations that had implemented orientation programmes for their new employees performed better than those that had no sound orientation programmes in place. While this study provides a glimpse of the likely impacts of employee orientation on general

organisation, it is not specific. It cannot reveal the exact extent of the likely influence of training methods in the hotel industry. Besides, the study focussed on Denmark companies and cannot be generalised for the Kenyan situation.

In Kenya, the closest study that has ever been conducted on the hotel industry is one by Onyango, Monica, Edwin, & Roselyne (2009) that established whether performance management practices had an impact on the competitiveness of four and five-star hotels in Nairobi. The study used a targeted literature review to find out and collate a comprehensive range of performance conceptualisations on both three-star and five-star hotels in Nairobi. The study noted that although most three-star and five-star hotels had performance management systems, they were not effective in the discharge of their core functions. The study recommended that employees should undergo periodical training and orientation to catch up with the rest of the hotels in other countries. Again, the mentioned study only focussed on performance management practices and not training which is central to this study.

From the literature, there is no standard agreement on what constitutes good training structures and the way it has been conceived and developed. The concept of training has been considered from different viewpoints in different bodies of literature. Training as a discipline overlap between different subjects such as strategic management, human resources, and operations research (Bolarinwa, 2017; Kuria, 2012b; Mutindi, 2013a).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter examines the research design, location, target population, sampling procedure and techniques, sample size, research instruments, data collection methods and procedure, data analysis techniques and procedure and ethical issues.

3.1 Research Design

The study used a descriptive research design. Descriptive design investigated the population by selecting samples from it to help analyze and discover occurrences (Kothari, 2014). The design was ideal because it ensured a comprehensive description of the study parameters, minimizing bias in data collection (Kothari, 2011).

3.2 Location of the Study

The study was conducted at three-star rated hotels in Nairobi City County, Kenya. Nairobi City was selected for this study due to its observed rapid growth of the hotel industry, its cosmopolitan nature, and, most importantly, the development of major roads and highways, which have accelerated growth across the city. The city is also strategically positioned at the center of other large towns and neighboring agricultural lands, such as Kiambu, Machakos, and Kajiado, which positively impacted the hotel industry.

3.3 Target Population

The target population comprised 406 permanent employees of three-star rated hotels in Nairobi City County. The county was selected for this study due to the rapid growth achieved in its hotel industry. Available information from the Tourism Regulatory Authority of Kenya (Appendix VI) indicated that there are 12 hotels of this category (Tourism Regulatory Authority, 2020), and a total of 406 permanent employees were targeted.

Table 1: Target Population: Permanent Staff

Category	Number
Managers (hotel, food & beverage, marketing, purchasing)	36
Supervisors	48
House keepers	69
Chef	36
Front office staff	60
Kitchen Staff	120
Maintenance staff	37
Total	406

Source: Researcher (2024)

3.4 Sampling Technique and Sample Size

According to Creswell (2013), a sample frame was a list used to specify the population of interest for a researcher. The sampling frame represented a collection of elements from which the researcher could draw a representative sample of the target population. A sample referred to a group of respondents drawn from a specified population to determine the population's characteristics (Seigel, 2013). It is a subset of the population selected to provide an accurate representation of the entire population. This research used stratified random sampling to select 30% of the total target respondents, resulting in a total of 122 potential respondents.

Table 2: Sample Size

Categories	Target population	Sample size (30%)
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Employees of 3-star hotels in Nairobi city County.	406	122
Total	406	122

Source: Researcher, (2024)

3.5 Data collection Instruments and procedure

The study used self-administered questionnaires to collect data from the respondents, as it dealt with concepts that could not be directly observed (Ott, 2015). The researcher believed the target population was literate and unlikely to encounter problems responding to the questions. The researcher prepared the self-administered questionnaires and personally distributed them to the respondents at their workstations.

The researcher obtained permission from the Dean of Postgraduate Studies at Mount Kenya University before beginning data collection. Additionally, the researcher sought approval from the National Commission for Science, Technology and Innovation (NACOSTI) and all the three-star rated hotels in Nairobi City County. The researcher collected data over a two-week period.

3.6 Validity and Reliability

3.6.1 Validity

According to Bain (2017), validity refers to the extent to which a research instrument measures the constructs under study. Ideally, the validity of a research instrument should be based on content and criteria for all the constructs under investigation. This study focused on content validity, as it measures the extent to which the sample test items align with the specified content to be measured. The research instrument was given to the supervisor and other research experts for expert judgment, review, and validation of its constructs.

3.6.2 Reliability

Reliability refers to the consistency of a research instrument in providing consistent results across different domains (Bain, 2017). According to Ott (2015), Cronbach's alpha is best suited to measure reliability, as it assesses the internal consistency of all the items under study. Cronbach's alpha indicates the extent to which constructs in a questionnaire are associated with each other. In this study, a Cronbach's coefficient greater than 0.65 was used as the basis for accepting the reliability of the measures, while alpha coefficients below 0.65 were considered unacceptable.

3.7 Pilot test

According to Locharoenrat (2017), a pilot test was conducted using questionnaires administered to selected respondents who constituted only 10% of the sample size. The respondents were drawn from three-star rated hotels in Nairobi City County, and they were not required to participate in the actual study. After one week, the instruments were re-administered to the same respondents. The correlation coefficient (r) between the responses to the administered questionnaires was computed. Cronbach's alpha, a measure of internal consistency or the degree to which a collection of items is interrelated, was used as a metric of scale reliability.

3.8 Data Analysis

This study employed both descriptive and inferential statistics to analyze the collected data. Descriptive statistics primarily utilized measures of central tendency, such as the mean, median, and mode, to describe the data. Inferential statistics were applied to investigate the relationships between the variables. Specifically, a multivariate regression technique was used in this case. Multivariate regression is a method that estimates a single regression model with more than one predictor variable. This model was suitable

for the study because it aimed to examine the influence of employee training variables, such as training methods, training design, training needs analysis, and employee orientation, on the organizational performance of three-star rated hotels in Nairobi City County.

The multivariate regression model will take the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \text{ Where;}$$

Y = Organisational Performance $\beta_1, \beta_2,$

$\beta_3, \beta_4, \beta_5$ = Regression coefficients β_0 =

constant

X_1 = Training Methods

X_2 = Training Design

X_3 = Training Needs Analysis

X_4 = Employee Orientation ε

= Error

The study will use the SPSS software package to analyse the data collected.

3.10 Ethical Considerations

The research intended to adhere to all ethical standards by protecting sensitive sources of information. This approach helped reduce the chances of psychological harm or embarrassment that could arise from the study. The researcher sought authorization from NACOSTI and all three-star rated hotels in Nairobi City County before conducting the research. Non-disclosure and confidentiality agreements were prioritized in the study. The researcher sought permission from respondents to obtain their informed consent. Every precaution was taken to establish good rapport with the respondents. The researcher ensured the safety and protection of the data collected, which was used solely

for academic purposes. Participation was voluntary, and the consent form was attached to the questionnaire.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

In this chapter, research findings and discussions of the study are presented. The findings relate to the research objectives and questions objectives that underpinned this study. Data analysis was conducted for each specific objective to help investigate the influence of employee training on organisational performance in three-star rated hotels in Nairobi County in Kenya.

4.1 Response rate

A total of 122 questionnaires were distributed randomly to permanent employees in twelve Three-star rated hotels in Nairobi County targeting permanent employees who included: Managers (hotel, food & beverage, marketing, purchasing), Supervisors, House keepers, Chef, Front office staff, Kitchen Staff, Maintenance staff. Out of 122 questionnaires, 35 questionnaires were returned unanswered with the respondents citing busy and tight schedules as the primary reason for not undertaking to participate in the study. This represents a response rate of 71.31 % and according to Cooper and Schindler (2014) claim that a response rate of 60% or above is sufficient for data analysis. Figure 2 summarises the response rate:

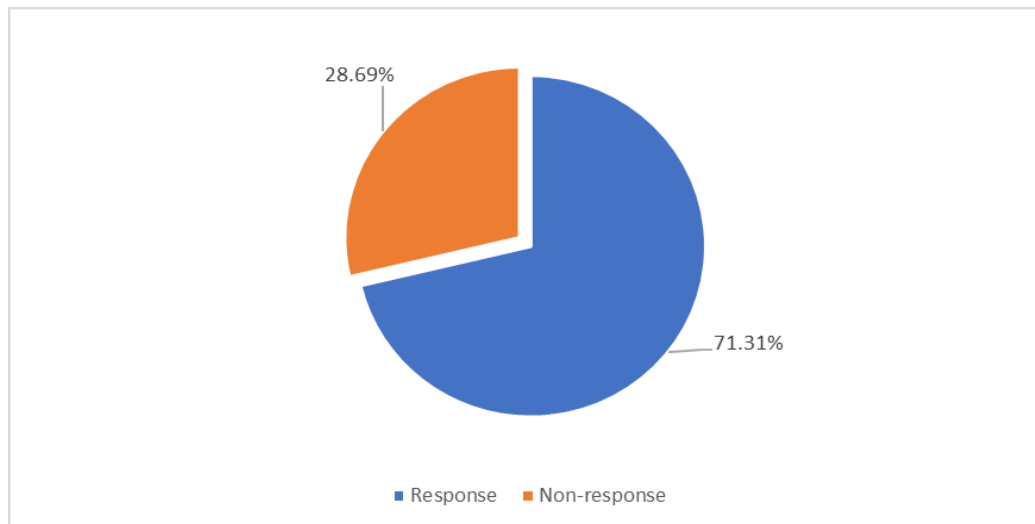


Figure 2: Response Rate

Source: Field Data (2024)

As indicated in the figure 2, a total of 122 questionnaires were distributed and 71.31 % responded and only 28.69 did not respond. This represents a response rate of 71.31 % and according to Cooper and Schindler (2014) claim that a response rate of 60% or above is sufficient for data analysis.

4.2 Reliability Analysis

The reliability of an instrument is a measure of its ability to generate consistent and stable measurements. Reliability of research instruments can be seen from two sides: reliability (the extent of accuracy) and unreliability which is the extent of inaccuracy in the instrument (Hair 2015). The typical reliability coefficient that is often used is the Cronbach's alpha that estimates internal consistency by determining how all items in the test relate to all other items and the total test that is internal coherence of data. Reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. In this study, Cronbach's Alpha was used to establish the reliability of research instrument. Table 3: summarises the Cronbach's coefficients for different variables under the study:

Table 3: Reliability test of Constructs

Variable	Reliability Cronbach's Alpha	NO of items	Comments
Training Methods	0.883	12	Accepted
Training Design	0.809	12	Accepted
Training Needs Analysis	0.799	12	Accepted
Employee Orientation	0.773	12	Accepted
Organizational Performance	0.814	12	Accepted

Source: Field Data (2024)

The findings indicated that Training Methods had a coefficient of 0.883, Training Design had a coefficient of 0.809, Training Needs Analysis had a coefficient of 0.799 and Employee Orientation had a coefficient of 0.773, organization Performance had a coefficient of 0.814. According to Parker (2014), Cronbach coefficients of over 0.5 are deemed sufficient for the study. As indicated in table 5 above, all the constructs depicted a value of Cronbach's Alpha coefficients that are above the suggested value of 0.7 and were therefore accepted.

4.3 Demographic characteristics of the Respondents

The first part of the questionnaire dealt with demographic data regarding the hotels and the respondents. The areas cited in the demographic section were: gender, length of work in the organisation, age group and highest qualification of the respondents.

4.3.1 Gender of the Respondents

Data regarding gender composition of the respondents was sought. The results are shown in Figure 3:

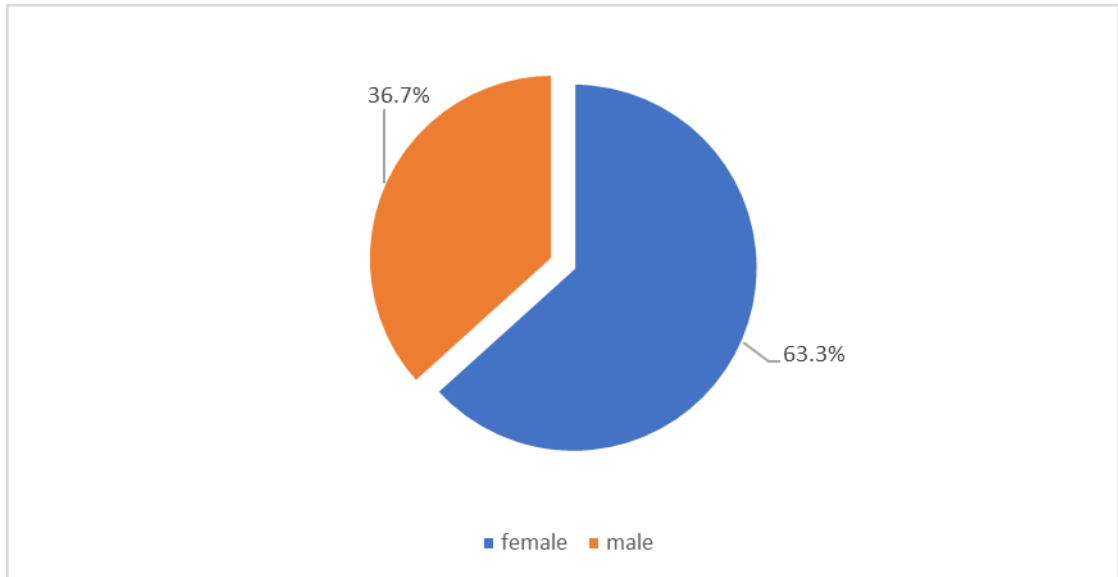


Figure 3: Respondent Gender

Source: Field Data (2024)

Majority of the respondents (63.3%) were females while 36.7% were males. This implies that positions in the key departments of the three star-rated hotels in Nairobi county are dominated by females. These results support the findings of Orido (2017) who found out that the women dominate in the hospitality sector.

4.3.2: Age of Respondents

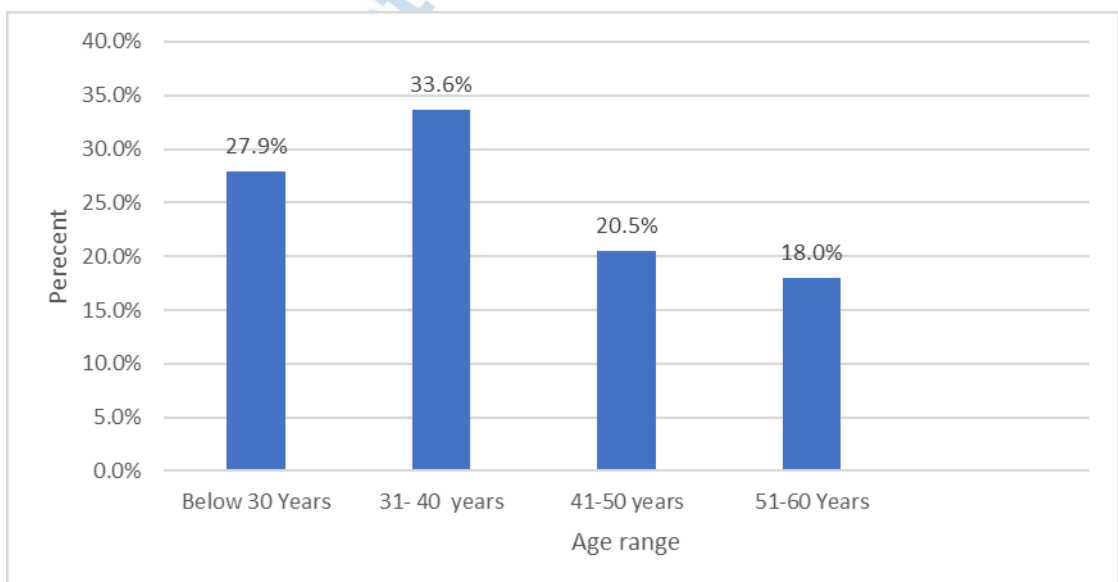


Figure 4: Age of respondents

Source: Field Data (2024)

Figure 4 shows that majority of respondents (33.6%) were between the ages of 31 and 40 years, followed by 27.9% percent of those below 30 years, 20.5 % were ages between 41-50 years , over 50 years was represented by 18% of the population. According to the findings, the bulk of the study's participants were middle-aged, with all age categories being fairly well represented.

4.3.3 Length of service in the Hotel

Data regarding length of service in the Hotel for the Respondents was sought. Figure 5 summarises the results:

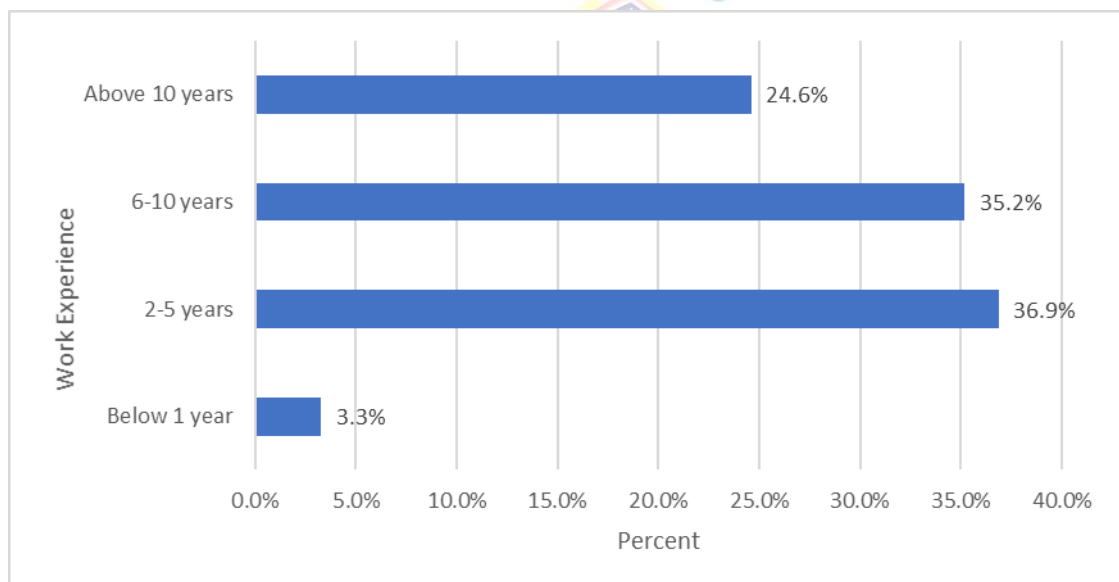


Figure 5: Length of Service

Source: Field Data (2024)

Majority of the respondents (36.9%) had worked in the three star hotels for a period of 2 to 5 years. Followed by 35.2% of the respondents had worked in hotels for a period of 6 to 10 years while those who had worked for over 10 and above years represented with 24.6%.

Only 3.3 % of the respondents were below 1 year. Overall, the respondents had gained experience in their respective roles to understand influence of training on the performance of three-star rated hotels in Nairobi County.

4.3.4 Academic Qualification of the Respondents

Data regarding academic qualification of the Respondents was sought. Figure 6 summarises the results:

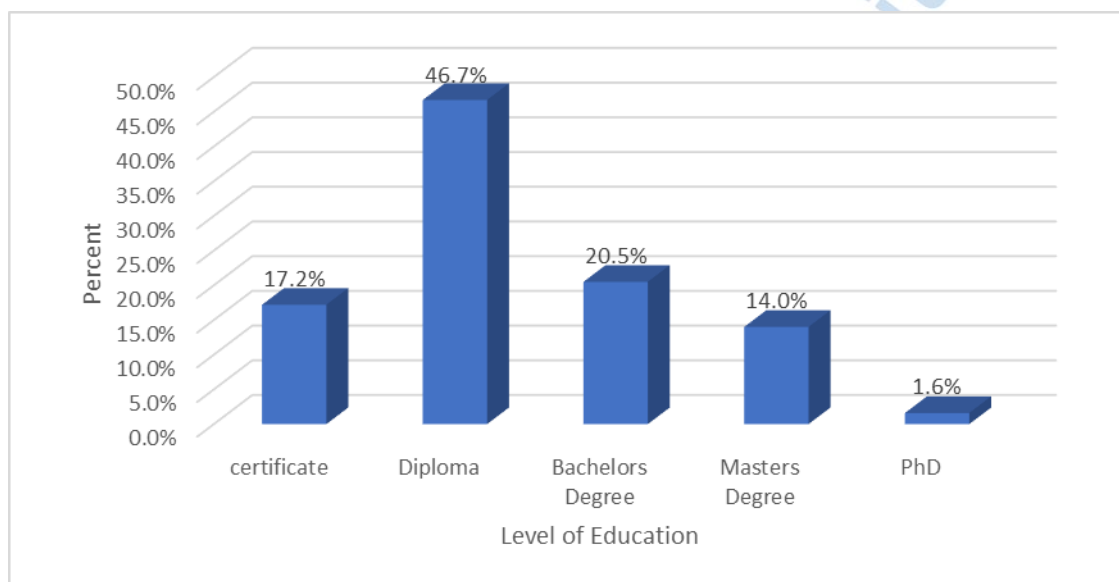


Figure 6: Academic Qualification

Source: Field Data (2024)

Majority of the respondents (46.7%) had Diploma qualifications followed by those with Degree certificates at 20.5 %, Certificates at 17.2 %, while those who have attained Masters Qualifications represented a paltry 14.0%. Lastly only 1.6 % of the respondents had PhD qualifications. On average, the respondents had necessary knowledge and experience to understand the influence of training on the performance of three-star rated hotels in Nairobi County.

4.4 Descriptive Findings.

This study was conceptualised under four variables namely: Training Methods, Training Design, Training Needs Analysis, and Employee Orientation. A number of questions were fronted to the respondents who gave their responses on a scale of 1 to 5 where 5 represented “Strongly Agree”, 4 represented “Agree”, 3 represented “Neutral”, 2 represented “Disagree” while 1 represented “Strongly Disagree.” The mean scores obtained were interpreted based on Table 4:

4.4.1 Influence of Training Methods on the performance of three-star rated in Nairobi City County.

The first specific objective of this study was to evaluate the influence of Training Methods on the performance of three-star rated hotels in Nairobi County. Table 4 shows the descriptive statistics of the main constructs:

Table 4: Descriptive results Training Methods.

Training Methods	N	Mean	Std. Deviation
New knowledge and skills are imparted to employees periodically to work in teams	87	4.11	0.981
Training has led to increased teamwork	87	4.25	1.111
I am allowed to attend lectures and seminars as part of my training and development.	87	4.01	0.561
My organization facilitates regular refresher courses to enhance employee effectiveness and efficiency.	87	4.59	0.552
The hotel provides orientation and training for new hires.	87	4.82	0.762
There is a relationship between job training and organizational performance in the hotel industry	87	3.78	0.573
On job training on technological change has affected the daily activities and organizational performance in the hotel industry	87	4.21	1.127
Various schemes of off the job training are applicable in the hotel industry	87	3.11	1.131
There various achievements attached to off the job training schemes in the hotel industry	87	3.54	0.911

Aggregate Mean

Source: Field Data (2024)

An aggregate mean of 4.12 with a standard deviation of 0.854 was recorded implying that respondents generally agreed that Training Methods had a significant influence on the performance of three-star rated hotels in Nairobi city County. The statement ‘New knowledge and skills are imparted to employees periodically to work in teams had a mean of 4.11 and standard deviation of 0.981 meaning the majority of respondents agreed with the statement. On the statement, Training has led to increased teamwork, had a mean of 4.25 and standard deviation of 1.111 majority of the respondents agreed with the statement. On statement, I am allowed to attend lectures and seminars as part of my training and development had a mean of 4.01 and standard deviation of 0.561 where majority of the respondents agreed. On statement, my organization facilitates regular refresher courses to enhance employee effectiveness and efficiency where it had a mean of 4.59 and standard deviation of 0.552 meaning majority of the respondents agreed. On statement, the hotel provides orientation and training for new hires, majority of the respondents agreed with a mean of 4.82 and standard deviation of 0.762. On statement, there is a relationship between on the job training and organizational performance in the hotel industry with a mean of 3.78 and standard deviation of 0.573. On statement, on job training on technological change has affected the daily activities and organizational performance in the hotel industry with a mean of 4.21 and standard deviation of 1.127. on statement, Various schemes of off the job training are applicable in the hotel industry, with a mean of 3.11 and standard deviation of 1.131 meaning majority of the respondents were neutral. Lastly on statement, there various achievements attached to off the job

training schemes in the hotel industry had a mean of 3.54 and standard deviation of 0.911 meaning majority of the respondents were neutral about the statement.

4.4.2 Influence of Training Design on the performance of three-star rated in Nairobi City County.

The other specific objective of this study was to evaluate the influence of Training Design on the performance of three-star rated hotels in Nairobi City County. Table 5 shows the descriptive statistics of the main constructs:

Table 5: Descriptive results on Training Design.

Training Design	N	Mean	Std. Deviation
There are formal training programs to teach new employees the skills they need to perform their jobs.	87	4.21	0.987
There are resources available for continued learning during and after the training	87	3.92	0.671
The assessments used measure my understanding of the training material effectively.	87	3.71	0.543
I receive constructive feedback on my performance during the training.	87	4.51	0.471
The Hotel has instituted proper action plans that form the basis for training of any programme	87	4.36	0.715
Employees are trained to take up more responsibilities and other jobs in the future	87	4.16	0.589
I have opportunities to apply what I learned in my job after the training.	87	3.99	1.316
The Hotel follows up with the action plans while conducting training	87	3.51	0.729
Delivery lessons are conducted in an atmosphere that is conducive	87	3.95	0.691
Aggregate Mean		4.03	0.745

Source: Field Data (2024)

An aggregate mean of 4.03 with a standard deviation of 0.745 was recorded implying that respondents generally agreed that Training Design had a significant influence on the performance of three-star rated hotels in Nairobi City County. On the statement, there

are formal training programs to teach new employees the skills they need to perform their jobs, majority of the respondents agreed with a mean of 4.21 and standard deviation of 0.987. On statement, there are resources available for continued learning during and after the training, majority of the respondents agreed with a mean of 3.92 and standard deviation of 0.671.

On the statement, the assessments used measure my understanding of the training material effectively, majority of the respondents agreed with a mean of 3.71 and standard deviation of 0.543. On statement, I receive constructive feedback on my performance during the training, with majority of the respondents strongly agreed with a mean of 4.51 and standard deviation of 0.471. On the statement, the Hotel has instituted proper action plans that form the basis for training of any programme, majority of the respondents agreed with a mean of 4.36 and standard deviation of 0.715. On the statement, employees are trained to take up more responsibilities and other jobs in the future, majority of the respondents agreed with a mean 4.16 and standard deviation of 0.589. On statement, I have opportunities to apply what I learned in my job after the training, majority of the respondents agreed with a mean of 3.99 and standard deviation of 0.1.316. On statement, the Hotel follows up with the action plans while conducting training, majority of the respondents agreed with a mean of 3.51 and standard deviation of 0.729. Lastly on statement, delivery lessons are conducted in an atmosphere that is conducive majority of the respondents agreed with a mean of 3.95 and standard deviation of 0.691.

4.4.3 Influence of Training Needs Analysis on the performance of three-star rated hotels in Nairobi City County.

The study examined the influence of Training Needs Analysis on the performance of three-star rated hotels in Nairobi City County. Table 6 summarises the descriptive statistics of the main constructs:

Table 6: Descriptive results on Training Needs Analysis.

Training Needs Analysis	N	Mean	Std. Deviation
Training needs are identified through a formal performance appraisal mechanism.	87	4.16	0.846
Training needs identified are realistic, useful and based on the business strategy of the hotel.	87	3.89	0.791
The organization has a systematic process for identifying training needs	87	3.75	0.681
The Hotel has instituted proper needs assessment that guides any training programme	87	3.02	0.760
The identified training needs align with my job responsibilities.	87	3.97	0.681
The organization invests in training that aligns with the identified needs of employees.	87	3.54	0.489
The results of the training needs analysis are communicated clearly to employees.	87	3.41	1.210
The Hotel has a follow-up mechanism for its needs assessment that is used to inform decision-making when training needs arise	87	2.48	0.891
I feel that my ongoing training needs are being addressed as my role evolves.	87	3.02	1.058
Aggregate Mean		3.471	0.823

Source: Field Data (2024)

An aggregate mean of 3.471 with a standard deviation of 0.823 was recorded implying that respondents generally agreed that Training Needs Analysis had a significant influence on the performance of three-star rated hotels in Nairobi City County. On the statement, training needs are identified through a formal performance appraisal mechanism, majority of the respondents agreed with a mean of 4.16 and standard deviation of 0.729. on the statement, training needs identified are realistic, useful and based on the business strategy of the hotel, the majority of the respondents agreed with a

mean of 3.89 and standard deviation of 0.791. on the statement on, the organization has a systematic process for identifying training needs, with majority of the respondents agreed with a mean of 3.75 and standard deviation of 0.681. on the statement, the Hotel has instituted proper needs assessment that guides any training programme, majority of the respondents were neutral with a mean of 3.02 and standard deviation of 0.760. on statement, the identified training needs align with my job responsibilities, majority of the respondents agreed with a mean of 3.97 and standard deviation of 0.681. On the statement, the organization invests in training that aligns with the identified needs of employees, majority of the respondents were neutral with a mean of 3.54 and standard deviation of 0.489. on statement, the results of the training needs analysis are communicated clearly to employees, majority of the respondents were neutral with a mean of 3.41 and standard deviation of 1.210. on statement, the Hotel has a follow-up mechanism for its needs assessment that is used to inform decision-making when training needs arise, majority of the respondents dis agreed with a mean of 2.48 and standard deviation of 0.891. Lastly on statement, I feel that my ongoing training needs are being addressed as my role evolves, majority of the respondents were neutral with a, mean of 3.02 and standard deviation of 1.058.

4.4.4 Influence of Employee Orientation on the performance of three-star rated hotels in Nairobi City County.

The study examined the influence of Employee Orientation on the performance of three-star rated hotels in Nairobi City County. Table 7 summarises the descriptive statistics of the main constructs:

Table 7: Descriptive results on Employee Orientation

Employee Orientation	N	Mean	Std. Deviation
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The Hotel has instituted orientation programme for its new employees	87	4.71	0.212
The orientation program provided me with a clear understanding of my role and responsibilities.	87	4.64	0.410
The information covered during orientation was relevant to my job.	87	4.25	0.581
I received adequate training on the tools and resources I will use in my role.	87	4.25	0.953
The orientation effectively communicated the company's culture and values.	87	4.01	0.489
The orientation included opportunities for interaction with other new employees.	87	4.82	0.793
The orientation process helped me transition smoothly into my new role.	87	4.18	0.999
The orientation program addressed my initial training needs effectively.	87	3.85	1.02
I believe the orientation program is regularly updated based on employee feedback.	87	3.68	0.872
Aggregate Mean		4.265	0.703

Source: Field Data (2024)

An aggregate mean of 4.265 with a standard deviation of 0.703 was recorded implying that respondents generally agreed that Employee Orientation had a significant influence on the performance of three-star rated hotels in Nairobi City County. On the statement, the Hotel has instituted orientation programme for its new employees, majority of the respondents strongly agreed with a mean of 4.71 and standard deviation of 0.212. On statement, the orientation program provided me with a clear understanding of my role and responsibilities, majority of the respondents strongly agreed with a mean of 4.64 and standard deviation of 0.410. On the statement, the information covered during orientation was relevant to my job, majority of the respondents agreed with a mean of 4.25 and

standard deviation of 0.581. On the statement, I received adequate training on the tools and resources I will use in my role, majority of the respondents agreed with a mean of 4.25 and standard deviation of 0.953.

On the statement, the orientation effectively communicated the company's culture and values, majority of the respondents agreed with a mean of 4.01 and standard deviation of 0.489. On statement, the orientation included opportunities for interaction with other new employees, majority of the respondents strongly agreed with a mean of 4.82 and standard deviation of 0.793. On statement, the orientation process helped me transition smoothly into my new role, majority of the respondents agreed with a mean 4.18 and standard deviation of 0.999. On statement, the orientation program addressed my initial training needs effectively, majority of the respondents agreed with a mean of 3.85 and standard deviation of 1.02. Lastly on the statement, I believe the orientation program is regularly updated based on employee feedback, majority of the respondents were neutral with a mean of 3.68 and standard deviation of 0.872.

4.5 Performance of three-star rated hotels in Nairobi City County

The study examined the performance of three-star rated hotels in Nairobi City County.

Table 8 summarises the descriptive statistics of the main constructs:

Table 8: Descriptive results on Organization Performance

Performance of three-star rated hotels	N	Mean	Std. Deviation
I believe the benefits gained from the training justify the investment made by the organization.	87	4.28	1.091
Hotel avail client survey index on customer satisfaction	87	4.51	0.981
Improvement in timely delivery of goods and services	87	4.37	0.854

Improvement in responsiveness to the needs of hotel customers	87	4.00	1.083
Training improved collaboration within my team in the organization.	87	3.89	1.051
There is high level of employee satisfaction in our organization.	87	3.52	0.624
The employee training contributed to overall organizational performance	87	3.69	0.824
The customer care by the employees has led to high profits.	87	3.21	0.457
Aggregate Mean		3.91	0.870

Source: Field Data (2024)

From the table, an aggregate mean of 3.91 with a standard deviation of 0.870 was recorded implying that respondents generally agreed that training and development influences performance of three-star rated hotels in Nairobi City County on a positive trend.

On statement, I believe the benefits gained from the training justify the investment made by the organization, majority of the respondents agreed with a mean of 4.28 and standard deviation of 1.091. On statement, hotel avail client survey index on customer satisfaction, majority of the respondents agreed with a mean of 4.51 and standard deviation of 0.981. On statement, Improvement in timely delivery of goods and services, majority of the respondents agreed with a mean of 4.37 and standard deviation of 0.854. On whether there was Improvement in responsiveness to the needs of hotel customers, majority of the respondents agreed with a mean of 4.00 and standard deviation of 1.083. On the statement, training improved collaboration within my team members in the organization, majority of the respondents agreed with a mean of 3.89 and standard deviation of 1.051.

On whether, there was high level of employee satisfaction in the organization, majority of the respondents were neutral with a mean of 3.52 and standard deviation of 0.624. On statement whether employee training contributed to overall organizational performance, majority of the respondents agreed with a mean of 3.69 and standard deviation of 0.824. Lastly on the statement, the customer care by the employees has led to high profits, majority of the respondents were neutral, with a mean of 3.21 and standard deviation of 0.457. Overall the respondents agreed that training and development influences organization performance.

4.6 Inferential Analysis

The researchers employed inferential statistics of correlation and regression analysis to determine how the study's variables were connected to one another. The significance of the correlation between variables was assessed at the 5% level of confidence. The results of the correlation and multiple linear regression studies are shown below.

4.6.1 Correlation Coefficient of Analysis

The sign, magnitude, and direction of the association between the variables were examined by means of a correlation coefficient analysis. The factors considered were training methods, training design, training needs analysis, employee orientation on organization performance.

The researcher performed correlation analysis to test the strength of relationships between the research variables. According to Cooper (2016), correlation can be used to indicate relationship or association between two numeric variables. Correlation specifies both the degree and direction to which the variables covary with one another from case to case without indicating how one is causing the other. Correlation analysis results provide a correlation coefficient that measures the linear association between two

variables (Cooper, 2016). The value of correlation coefficient can range from -1 to +1. If the correlation coefficient is +1, then the two variables have a perfect positive relationship. On the other hand, if the correlation coefficient is -1, then the two variables have a perfect negative relationship. A correlation coefficient of 0 indicates that the 2 variables have no relationships. Table 8 displays the results of the examination of the correlations.

Table 9: Correlation Analysis

		Trainin g Method s	Trainin g Design	Training Needs Assessmen t	Employee Orientatio n	Org Perfor mance
Training Methods	Pearson Correlation Sig. (2- tailed)	1				
Training Design	Pearson Correlation Sig. (2- tailed)	.631	1			

Training Needs Assessment	Pearson Correlation	.568	.030	1	
	Sig. (2-tailed)	.625	.003		
	Sig. (2-tailed)	.021	.041	.000	
Employee orientation	Pearson Correlation	0.732	.002	.000	1
	Sig. (2-tailed)	.011	.031	.000	
Organization performance	Pearson Correlation	.681**	.729**	.686**	.667**
	Sig. (2-tailed)	.006	.005	.001	.011
N		87	87	87	87

** Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2024)

The results revealed that the performance of three-star rated hotels in Nairobi City County was positively related to training methods with a Pearson's Correlation Coefficient of $r = 0.681$ and at level of significance of 0.006, this was statistically significant because the p-value is less than 0.05.

The results showed that there is a relatively strong relationship between training design and performance of three-star rated hotels in Nairobi City County with a Pearson's Correlation Coefficient of $r = 0.729$ and at level of significance of 0.005, this was statistically significant as the p-value is less than 0.05.

The relationship between Training Needs Assessment and performance was also positive with a Pearson's Correlation Coefficient of $r = 0.686$ and at a level of significance of 0.001 therefore statistically significant.

The results show that employee orientation was positively related to the performance of three-star rated hotels in Nairobi City County with a Pearson Correlation Coefficient of 0.667 and a level of significance of 0.011 hence statistically significant as the p-value was less than 0.05.

4.7 Multiple Regression Analysis

The research sought out to investigate the influence of training on the performance of three-star rated hotels in Nairobi City County. The components of training that were investigated included Training Methods, Training Design, Training Needs Assessment, and Employee Orientation. The findings reveal the direction, amplitude, and statistical significance of the effect. P-values were evaluated at the 5% level of significance for statistical significance. SPSS Version 29 was used to analyse the data. This section presents the results of the multiple regression analysis.

4.7.1 Model Summary

The study examined the strength of associations between training and performance of three-star rated hotels in Nairobi City County. The findings are presented in Table 9:

Table 10: Model Summary

Model	R	²	Adjusted R ²	Std.Error
		R		.2624
1	.823 ^a	.834	.814	

a. Predictors: (Constant), Training Methods, Training Design, Training Needs Assessment and Employee Orientation

Source: Field Data (2024)

Model summary reveals a strong association (0.823) between Training and Performance of three-star rated hotels in Nairobi City County. The Adjusted R² is 0.814 implying 81.4% of the Performance in three-star rated hotels in Nairobi City County can be explained by training.

4.7.2 Analysis of Variance (ANOVA)

ANOVA was conducted to analyse the regression's goodness of fit. Table 10 summarises the results of the ANOVA:

Table 11: ANOVA

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.141	5	.447	.4551	0.0025 ^b
Residual	2.051	51	.097		
Total	3.192	56			

a. Dependent Variable: Performance of three-star rated hotels

b. Predictors: (Constant) Training Methods, Training Design, Training Needs

Assessment, and Employee Orientation **Source:** Field Data (2024)

ANOVA recorded 0.25% (0.0025) level of significance implying that the model has a goodness of fit and as such reliable in establishing the associations between Training and development on Performance of three-star rated hotels in Nairobi City County.

4.7.3 Stepwise Regression Analysis

The study further carried out stepwise regression analysis to establish the statistical significance relationship between the dependent variable (performance of three-star rated hotels in Nairobi City County and independent variables (training methods, training design, training needs assessment and employee orientation). According to Cooper (2016), stepwise regression is done to estimate the relationship between key variables in a study and helps to generate statistical relationship between one or more predictor

variables and response variable. Table 11 shows the results of the stepwise regression analysis.

Table 12: Stepwise Regression Analysis

		Model 1	Model 2	Model 3	Model 4
Training	β	2.2730	1.9262	1.6010	1.4010
Methods	Std. Error	.0461	.051	.0630	.0530
Training	β	3.251	2.910	2.613	2.1010
Design	Std. Error	.2261	.125	.1040	.1000
Training	β	3.675	3.210	3.011	2.763
Needs	Std. Error	.6370	.5630	.4310	.37500
Assessment					
Employee	β	4.125	3.910	3.6170	3.3240
Orientation	Std. Error	.3270	.2350	.1170	.02710

Source: Field Data (2024)

At a confidence level of 95%, Training Methods had a regression coefficient of 2.2730 with a standard error of 0.0461. This means a unit increase in Training Methods is likely to increase the performance of three-star rated hotels in Nairobi City County 2.2730 times. When incorporated with Design, Training Methods improves the performance of three-star rated hotels in Nairobi City County 1.9262 times. The performance of three-star rated hotels in Nairobi City County improves by 1.6010 and 1.4010 times respectively when Training Needs Assessment and Employee Orientation are incorporated.

At a confidence level of 95%, Training Design had a regression coefficient of 4.125 with a standard error of 0.327. This means a unit increase in Training Design is likely to increase the performance of three-star rated hotels in Nairobi City County 4.125 times. When incorporated with Training Methods, Employee Orientation improves the performance of three-star rated hotels in Nairobi City County 3.910 times. The

performance of three-star rated hotels improves by 2.613 and 2.101 times respectively when Training Design and Training Needs Assessment are incorporated.

At a confidence level of 95%, Training Needs Assessment had a regression coefficient of 3.675 with a standard error of 0.226. This means a unit increase in Training Design is likely to increase the performance of three-star rated hotels 3.675 times. When incorporated with Design, Training Needs Assessment improves the performance of three-star rated hotels 3.210 times. The performance of three-star rated hotels in Nairobi City County improves by 3.011 and 2.763 times respectively when Training Design and Employee Orientation are incorporated.

At a confidence level of 95%, Employee Orientation had a regression coefficient of 3.675 with a standard error of 0.226. This means a unit increase in Training Design is likely to increase the performance of three-star rated hotels in Nairobi City County 3.675 times. When incorporated with Design, Training Needs Assessment improves the performance of three-star rated hotels 3.210 times. The performance of three-star rated hotels in Nairobi City County improves by 3.011 and 2.763 times respectively when

Training Design and Employee Orientation are incorporated.

4.7.4 Coefficients of Determination

The multivariate regression model was based on the formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

In the equation, Y represented the Performance of three-star rated hotels in Nairobi City County, β_1 , β_2 , β_3 , and β_4 were Regression coefficients, β_0 was a constant with X_1 = Training Methods, X_2 = Training Design, X_3 = Training needs assessment, X_4 = Employee Orientation, and ε = Error.

Table 12 below summarises the results of the Regression Coefficients.

Table 13: Regression Coefficients

Model	Unstandardized		Standardized	T	(p-value)
	Coefficients		Coefficients		Sig.
1	β	Std.Error	Beta		
(Constant)	.934	.012		5.250	0.000
Training Methods	2.273	.046	0.618	3.491	0.001
Training Design	3.251	.226	0.428	2.782	0.002
Training Needs Assessment	3.675	.637	.005	3.511	0.004
Employee Orientation	4.125	.327	.045	3.701	0.004

Dependent Variable: Org Performance

Source: Field Data (2024)

Using the statistical model, one may better foresee how the independent and dependent variables will interact in the future. The purpose of this research was to determine whether or not three-star rated hotels in Nairobi City may benefit from better training and development practices. Taking into account just those variables with statistically significant coefficients, the best regression equation for predicting future associations is:

$$\text{Org Performance} = \text{Training Methods } 2.273 + 3.251 \text{ Training Design} + 3.675 \text{ Training Needs Assessment} + 4.125 \text{ Employee Orientation.}$$

From the table above, it is clear that at a confidence level of 95%, Training Methods (t=3.491, p=0.002), Training Design (t=2.782, p=0.001), Training Needs Assessment (t=3.511, p=0.004, and Employee Orientation (t=3.701, p=0.004). The high t-values for

the 4 main variables and $p < 0.05$ implies that all the variables are statistically significant in determining the performance of three-star rated hotels in Nairobi City County. In terms of the order in which the variables determine the performance of three-star rated hotels in Nairobi City County, Employee orientation ranks higher with a mean coefficient of 4.125, followed by Training Needs Assessment with a coefficient of 3.675, Training Design with a coefficient of 3.251 and Training Methods at 2.273. Ideally, the equation of the regression model can therefore be expressed in the form $Y = 0.934 + 2.273X_1 + 3.251X_2 + 3.675X_3 + 4.125X_4$ where: Y = Performance of three-star rated hotels, $\beta_1, \beta_2, \beta_3, \beta_4$ = Regression coefficients, β_0 = constant X_1 = Training Methods, X_2 = Training Design, X_3 = Training Needs Assessment, and X_4 = Employee Orientation.

As noted in the equation, $\beta_0 = 0.934$. With a constant of 0.934, it implies that the Performance of three-star rated hotels in Nairobi City County would be 0.934 even without factoring in the training initiatives. However, with training initiatives, the performance is likely to improve based on the regression equation:

$Y = 0.934 + 2.273 * \text{Training Methods} + 3.251 * \text{Training Design} + 3.675 * \text{Training Needs Assessment} + 4.125 * \text{Employee Orientation}$. β_0 , (the Y-intercept) is 0.934. Therefore, it is the value that predicts the performance of three-star rated hotels in case Training Methods, Training Design, Training Needs Assessment, and Employee Orientation are all equal to zero or they are near zero. In the present case, all the variables have coefficients that are greater than zero (Training Methods=2.273, Training Design=3.251, Training Needs Assessment=3.675 and Employee Orientation=4.125). As such, β_0 which is 0.934 anchors the regression line in the right place to define

Training Methods, Training Design, Training Needs Assessment, and Employee Orientation in the equation. β_1 , β_2 , β_3 , and β_4 depicts the predicted value in the performance of three-star rated hotels for each one-unit difference in the corresponding variables in case they remain constant. Because, the variables are categorical variable, one-unit difference represents switching from one category to another. β_1 , β_2 , β_3 , and β_4 are then the average difference in Performance of three-star rated hotels Nairobi City County between the categories for which the main variables under the study are equal to zero. $\beta_1 = 2.273$, meaning for every Training Methods factor adopted by three-star rated hotels in Nairobi City County, the Performance would increase by 2.273. $\beta_2 = 3.251$, meaning for every Training Design factor adopted by three-star rated hotels in Nairobi City County, the Performance would increase by 3.251. $\beta_3 = 3.675$, meaning for every Training Needs Assessment factor adopted by three-star rated hotels in Nairobi City County, the Performance would increase by 3.675. Similarly, $\beta_4 = 4.125$, meaning for every Employee Orientation factor adopted by three-star rated hotels in Nairobi City County, their Performance would increase by 4.125. As seen from the equation, Employee Orientation ranks higher in terms of determining the performance of three-star rated hotels in Nairobi City County followed by Training Needs Assessment, Training Design and Training Methods.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter elaborates on the study's contribution to existing knowledge, looks at the summary of the important results, makes conclusions, gives suggestions based on the findings, and proposes topics for additional research. The study's results inform its conclusions, and its prescription is grounded in both those findings and the researcher's theoretical grounding and empirical experience with regarding the influence of Employee training on the performance of three-star rated hotels in Nairobi City County, Kenya.

5.1 Summary of the Findings

The study investigated the influence of employee training on the performance of threestar rated hotels in Nakuru County. The main variables that were considered to form the basis of the study included, to assess the influence of Training Methods on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya; To examine the influence of Training Design on Organizational Performance in threestar rated Hotels in Nairobi City County, Kenya; To evaluate the influence of Training Needs Analysis on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya. To assess the influence of employee orientation on Organizational Performance in three-star rated Hotels in Nairobi City County, Kenya. Questions were fronted to the respondents who gave their responses based on Likert scale of 1 to 5 where 5 represented “Strongly Agree”, 4 represented “Agree”, 3 represented

“Undecided”, 2 represented “Disagree” while 1 represented “Strongly Disagree.” This section presents the summary of findings regarding the demographics and key variables considered under the study.

5.1.1 Influence of Training Methods on the performance of three-star rated in Nairobi City County.

The first specific objective of this study was to evaluate the influence of Training Methods on the performance of three-star rated hotels in Nairobi City County.

An aggregate mean of 4.12 with a standard deviation of 0.854 was recorded implying that respondents generally agreed that Training Methods had a significant influence on the performance of three-star rated hotels in Nairobi city County. On statement, the hotel provides orientation and training for new hires, majority of the respondents agreed with a mean of 4.82 and standard deviation of 0.762 had the highest measure while on statement, Various schemes of off the job training are applicable in the hotel industry, with a mean of 3.11 and standard deviation of 1.131 meaning majority of the respondents were neutral.

On statement, there is a relationship between on the job training and organizational performance in the hotel industry with a mean of 3.78 and standard deviation of 0.573.

On statement, on job training on technological change has affected the daily activities and organizational performance in the hotel industry with a mean of 4.21 and standard deviation of 1.127.

The results revealed that the performance of three-star rated hotels in Nairobi City County was positively related to training methods with a Pearson’s Correlation Coefficient of $r = 0.681$ and at level of significance of 0.006, this was statistically significant because the p-value is less than 0.05.

5.1.2 Influence of Training Design on the performance of three-star rated in Nairobi City County.

The second specific objective of this study was to evaluate the influence of Training Design on the performance of three-star rated hotels in Nairobi City County.

An aggregate mean of 4.03 with a standard deviation of 0.745 was recorded implying that respondents generally agreed that Training Design had a significant influence on the performance of three-star rated hotels in Nairobi City County. The highest measure was On statement, I receive constructive feedback on my performance during the training, with majority of the respondents strongly agreed with a mean of 4.51 and standard deviation of 0.471. The lowest measure was on statement, the Hotel follows up with the action plans while conducting training, majority of the respondents agreed with a mean of 3.51 and standard deviation of 0.729. On the statement, the Hotel has instituted proper action plans that form the basis for training of any programme, majority of the respondents agreed with a mean of 4.36 and standard deviation of 0.715. On the statement, employees are trained to take up more responsibilities and other jobs in the future, majority of the respondents agreed with a mean 4.16 and standard deviation of 0.589.

The results showed that there is a relatively strong relationship between training design and performance of three-star rated hotels in Nairobi City County with a Pearson's Correlation Coefficient of $r = 0.729$ and at level of significance of 0.005, this was statistically significant as the p-value is less than 0.05.

5.1.3 Influence of Training Needs Analysis on the performance of three-star rated hotels in Nairobi City County.

The study examined the influence of Training Needs Analysis on the performance of three-star rated hotels in Nairobi City County. An aggregate mean of 3.471 with a standard deviation of 0.823 was recorded implying that respondents generally agreed that Training Needs Analysis had a significant influence on the performance of threestar rated hotels in Nairobi City County.

he highest measure was On statement, training needs are identified through a formal performance appraisal mechanism, majority of the respondents agreed with a mean of 4.16 and standard deviation of 0.729. The lowest measure was on statement, hotel has a follow-up mechanism for its needs assessment that is used to inform decision-making when training needs arise, majority of the respondents dis agreed with a mean of 2.48 and standard deviation of 0.891. On statement, I feel that my ongoing training needs are being addressed as my role evolves, majority of the respondents were neutral with a mean of 3.02 and standard deviation of 1.058. on the statement, the Hotel has instituted proper needs assessment that guides any training programme, majority of the respondents were neutral with a mean of 3.02 and standard deviation of 0.760. The relationship between Training Needs Assessment and performance was also positive with a Pearson's Correlation Coefficient of $r = 0.686$ and at a level of significance of 0.001 therefore statistically significant.

5.1.4 Influence of Employee Orientation on the performance of three-star rated hotels in Nairobi City County.

The study also examined the influence of Employee Orientation on the performance of three-star rated hotels in Nairobi City County.

An aggregate mean of 4.265 with a standard deviation of 0.703 was recorded implying that respondents generally agreed that Employee Orientation had a significant influence on the performance of three-star rated hotels in Nairobi City County. The highest measure was the orientation included opportunities for interaction with other new employees, majority of the respondents strongly agreed with a mean of 4.82 and standard deviation of 0.793, in addition on the statement, the Hotel has instituted orientation programme for its new employees, majority of the respondents strongly agreed with a mean of 4.71 and standard deviation of 0.212. The lowest measure was on statement, I believe the orientation program is regularly updated based on employee feedback, majority of the respondents were neutral with a mean of 3.68 and standard deviation of 0.872. On statement, the orientation program provided me with a clear understanding of my role and responsibilities, majority of the respondents strongly agreed with a mean of 4.64 and standard deviation of 0.410.

The results show that employee orientation was positively related to the performance of three-star rated hotels in Nairobi City County with a Pearson Correlation Coefficient of 0.667 and a level of significance of 0.011 hence statistically significant as the p-value was less than 0.05.

5.2 Conclusion

Training and development are the single most essential contributor to a company's success. Based on the findings presented in the aforementioned sections, this research concludes as follows. Training and development has shown to be a significant predictor of work success and organization performance in the three-star rated hotels in Nairobi City County. That's why it's so important for hotels or rather the hospitality industry to train their staff members. The results of this research also show that training and

development has a large and favourable effect on worker/organization performance in three-star rated hotels in Nairobi City County. Having properly defined and flexible training programs would thus aid to boosting the performance of these organizations. This research suggests, if tentatively, that training methods, training design, training need analysis, and employee orientation positively affect performance at three-star rated hotels in Nairobi City County. Further study found that 81.4% of the Performance in three-star rated hotels in Nairobi City County can be explained by employee training. Majority of respondents with an aggregate mean of 4.12 agreed that Training Methods had a significant influence on the performance of three-star rated hotels in Nairobi City County. A large percentage of respondents aggregate mean of 4.03 agreed that Training Design has a significant influence on the performance of three-star rated hotels in Nairobi City County. An aggregate mean of 3.471 with a standard deviation of 0.823 was recorded with regard to Training Needs Analysis and its influence on the performance of three-star rated hotels in Nairobi City County implying that respondents generally agreed that Training Needs Analysis had a significant influence on the performance of three-star rated hotels in Nairobi City County. Similarly, an aggregate mean of 4.265 with a standard deviation of 0.703 was recorded implying that respondents generally agreed that Employee Orientation had a significant influence on the performance of three-star rated hotels in Nairobi City County.

Overall, the main variables Training Methods, Training Design, Training Needs Analysis, and Employee Orientation had significant influence on the performance of three-star rated hotels in Nairobi City County. Therefore, three-star rated hotels in Nairobi City County must strive to incorporate training in their strategic objectives if they were to enhance their performances. Specifically, three-star rated hotels in Nairobi City County should re-engineer their training initiations to capture the right training

methods, training design, training needs assessment, and employee orientation to compete in a complex and ever-changing hospitality marketplace. Orientation training according to respondents plays a key role in new hires where the hotel industry should put more focus.

5.3 Recommendations

In light of these findings, the research suggests the following changes in policy and practice. It is essential to handle employee training and development in order to successfully boost staff performance. Accordingly, our research suggests that key players in the hospitality industry pay special attention to practices and policies in three-star rated hotels in Nairobi City County that encourage these organizations to adopt deferent training methods. The best way for a hotel to maximize productivity is to train its staff to make decisions that everyone can understand, delegate tasks to the people best suited to complete them, and manage their own workload and customers efficiently.

The study found that all the main variables (Training Methods, Training Design, Training Needs Assessment and Employee Orientation) had an influence on the performance of three-star rated hotels in Nairobi City County. Therefore, the study recommends that three-star rated hotels should include training in their strategic objectives to enhance their performance. Further recommendation three-star rated hotels in Nairobi City County should develop structured onboarding programs that provide new employees with an overview of hotel operations, culture, and customer service standards. This can be done through, job shadowing with experienced staff and interactive training sessions to enhance learning and integration. Encourage crosstraining among departments to promote flexibility and a better understanding of hotel operations and develop a rotation

program where employees can work in different roles, fostering collaboration and teamwork. Utilize e-learning platforms for flexible training options that accommodate varying schedules and learning paces. Integrate mobile learning tools to allow staff to access training materials on-the-go.

5.5 Recommendations for Further Research in this Field of Study

In this research, we focus on the influence of Training on the Organizational Performance Three-star Hotels in Nairobi City County, Kenya, narrowing the focus to just four independent factors: Training Methods, Training Design, Training Needs Assessment, and Employee Orientation. The scope of this research might be broadened by investigating other methods for coping training and development. This research benefited both other organizations and government officials.

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APPENDICES

Appendix I: Introductory Letter

Caroline Gatwiri Mwirigi,
School of Business and Economics,
Mount Kenya University,

Dear Sir/Madam,

REF: REQUEST FOR DATA COLLECTION

Hello Sir/Madam,

I am a student at the University of Nairobi pursuing a degree course of Master of Business Administration. I am conducting research whose topic is “*Influence of*

Employee Training on Organisational Performance in the three-star rated hotels in Nairobi City County.”

I wish to collect data from you to assist me to complete this study. You are therefore requested to fill in the questionnaire according to the instructions given in each section.

The information you provide will be treated with utmost confidentiality.

The findings of the study will be used purely for academic purposes. Your cooperation and honesty will be highly appreciated.

Cgatwiri

Yours Sincerely,

Caroline Gatwiri Mwirigi

Appendix II: Consent Form for Participation in Research

Dear Participant,

I invite you to participate in a research study entitled (**INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT ON ORGANISATIONAL PERFORMANCE IN THREE-STAR RATED HOTELS IN NAIROBI CITY COUNTY, KENYA.**): I am currently enrolled in the (**MASTER OF BUSINESS ADMINISTRATION**) at Mount Kenya University and am in the process of writing my Master’s project. The purpose of the research is to investigate: (*Influence of Employee Training and Development on Organisational Performance in Three-Star Rated Hotels in Nairobi City County, Kenya*)

The enclosed questionnaire has been designed to collect information on: *Influence of Employee Training and Development on Organisational Performance in Three-Star Rated Hotels in Nairobi City County, Kenya*

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don’t wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (8 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**Caroline Gatwiri Mwirigi**, and **Dr Appolonius Kembu, PhD** as the supervisor). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____ Cgatwiri _____ Date 22nd June 2024

Appendix III: Questionnaire

This is part of a study that is being carried out on “*Influence of Employee Training on Organisational Performance in Three-star Rated Hotels in Nairobi City County, Kenya.*” Kindly complete the questionnaire below as accurately as possible. The information obtained will be treated with utmost confidentiality and will be used for the study and nothing else. Your cooperation and assistance will be highly appreciated.

INSTRUCTIONS

Respond to each item by putting a tick (✓) in the boxes and briefly write in the spaces provided appropriately.

SECTION 1

A: Demographic Data

1. What is your gender? Male Female
2. How long have you worked for this firm/managed this firm?

Less than 1 years

1 to 4 years

5 to 9 years

35 to 44 years

3. What is your age group?

Below 25 years

25 to 34 years

45 to 54 years

55 and above years

4. What is your highest Academic Qualification?

10 to 19 years

20 and above years

Secondary

Certificate Diploma

Higher Diploma Degree

Masters and Above

SECTION 2

B. Influence of Training Methods on Organisational Performance

Each of the following elements represents components of Training Methods that can have an impact on Organisational Performance at your hotel. Indicate whether the element has an impact on based performance on the following alternatives: 5= strongly agree, 4=agree, 3=moderately agree, 2= disagree and 1= strongly disagree. Put a tick against the alternative that best describes your opinion.

S/NO	Component	5	4	3	2	1
------	-----------	---	---	---	---	---

1.	New knowledge and skills are imparted to employees periodically to work in teams					
2.	Training has led to increased teamwork					
3.	I am allowed to attend lectures and seminars as part of my training and development.					
4.	My organization facilitates regular refresher courses to enhance employee effectiveness and efficiency.					
5.	The hotel provides orientation and training for new hires.					
6.	There is a relationship between job training and organizational performance in the hotel industry					
7.	On job training on technological change has affected the daily activities and organizational performance in the hotel industry					
8.	Various schemes of off the job training are applicable in the hotel industry					
9.	There various achievements attached to off the job training schemes in the hotel industry					

C. Influence of Training Design on Organisational Performance

Each of the following elements represents components of Training Design that can have an impact on Organisational Performance at your hotel. Indicate whether the element has an impact on based performance on the following alternatives: 5= strongly agree, 4=agree, 3=moderately agree, 2= disagree and 1= strongly disagree. Put a tick against the alternative that best describes your opinion.

S/NO	Component	5	4	3	2	1
1.	There are formal training programs to teach new employees the skills they need to perform their jobs.					
2.	There are resources available for continued learning during and after the training					

3.	The assessments used measure my understanding of the training material effectively.					
4.	I receive constructive feedback on my performance during the training.					
5.	The Hotel has instituted proper action plans that form the basis for training of any programme					
6.	Employees are trained to take up more responsibilities and other jobs in the future					
7.	I have opportunities to apply what I learned in my job after the training.					
8.	The Hotel follows up with the action plans while conducting training					
9.	Delivery lessons are conducted in an atmosphere that is conducive					

D. Influence of Training Needs Analysis on Organisational Performance

Each of the following elements represents components of Training Needs Analysis that can have an impact on Organisational Performance at your hotel. Indicate whether the element has an impact on based performance on the following alternatives: 5= strongly agree, 4=agree, 3=moderately agree, 2= disagree and 1= strongly disagree. Put a tick against the alternative that best describes your opinion.

S/NO	Component	5	4	3	2	1
1.	Training needs are identified through a formal performance appraisal mechanism.					
2.	Training needs identified are realistic, useful and based on the business strategy of the hotel.					
3.	The organization has a systematic process for identifying training needs					
4.	The Hotel has instituted proper needs assessment that guides any training programme					
5.	The identified training needs align with my job responsibilities.					
6.	The organization invests in training that aligns with the identified needs of employees.					
7.	The results of the training needs analysis are communicated clearly to employees.					
8.	The Hotel has a follow-up mechanism for its needs assessment that is used to inform decision-making when training needs arise					

9.	I feel that my ongoing training needs are being addressed as my role evolves.					
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E. Influence of Training Employee Orientation on Organisational Performance

Each of the following elements represents components of Employee Orientation Analysis that can have an impact on Organisational Performance at your hotel. Indicate whether the element has an impact on based performance on the following alternatives:

5= strongly agree, 4=agree, 3=moderately agree, 2= disagree and 1= strongly disagree.

Put a tick against the alternative that best describes your opinion.

S/NO	Component	5	4	3	2	1
1.	The Hotel has instituted orientation programme for its new employees					
2.	The orientation program provided me with a clear understanding of my role and responsibilities.					
3.	The information covered during orientation was relevant to my job.					
4.	I received adequate training on the tools and resources I will use in my role.					
5.	The orientation effectively communicated the company's culture and values.					
6.	The orientation included opportunities for interaction with other new employees.					
7.	The orientation process helped me transition smoothly into my new role.					
8.	The orientation program addressed my initial training needs effectively.					
9.	I believe the orientation program is regularly updated based on employee feedback.					

F: Organisational Performance

What in your opinion are the critical success factors on Organizational Performance in Three-star rated hotels in Nairobi City County Government, Kenya? (Please tick as appropriate on each row 5= strongly agree, 4=agree, 3=moderately agree, 2= disagree and 1= strongly disagree).

	Statement	5	4	3	2	1
1	I believe the benefits gained from the training justify the investment made by the organization.					
2	Hotel avail client survey index on customer satisfaction					
3	Improvement in timely delivery of goods and services					
4	Improvement in responsiveness to the needs of hotel customers					
5	Training improved collaboration within my team in the organization.					
6	There is high level of employee satisfaction in our organization.					
7	The employee training contributed to overall organizational performance					
8	The customer care by the employees has led to high profits.					

Thank you for your participation.

Appendix IV: ERC Letter



REF: MKU/ISERC/3865

Date: 09 July 2024

TO: CAROLINE GATWIRI MWIRIGI

REG: MBA/2022/48371

Dear Sir/Madam,

RE: INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT ON ORGANISATIONAL PERFORMANCE IN THREE-STAR RATED HOTELS IN NAIROBI CITY COUNTY, KENYA

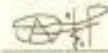
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2893**. The approval period is **09/07/2024 - 08/07/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2022/48371

9th July, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: CAROLINE GATWIRI MWIRIGI – REGISTRATION NO. MBA/2022/48371


The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Employee Training and Development on Organisational Performance in Three-Star Rated Hotels in Nairobi City County, Kenya."** it has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

For



Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Call: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
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Appendix VI: NACOSTI Authorization

Ref No: **917888** Date of Issue: **18/July/2024**

RESEARCH LICENSE



This is to Certify that Ms. Caroline Mwirigi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT ON ORGANISATIONAL PERFORMANCE IN THREE-STAR RATED HOTELS IN NAIROBI COUNTY, KENYA for the period ending : 18/July/2025.

License No: **NACOSTI/P/24/38117**

917888

Applicant Identification Number


Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

Appendix VII: List of Three-star Rated Hotels in Nairobi City County in Kenya

24.	Amboseli Sopa Lodge	Kajiado	83	166	***
25.	Kibo Safaris Camp	Kajiado	60	120	***
26.	Maanzoni Lodge	Machakos	272	421	***
27.	The Clarion Hotel	Nairobi	62	67	***
28.	Ngong Hills Hotel	Nairobi	110	165	***
29.	The Heron Portico	Nairobi	109	218	***
30.	Utalii Hotel	Nairobi	57	114	***
31.	The Panari Hotel	Nairobi	136	280	***
32.	Marble Arch Hotel	Nairobi	41	57	***
33.	Kenya Comfort Suits	Nairobi	88	120	***
34.	Sportsview Hotel Kasarani	Nairobi	94	188	***
35.	Boma Jnn Nairobi	Nairobi	59	83	***

Source: Tourism Regulatory Authority of Kenya (2022)



Appendix VIII: Similarity Index

CAROLINE GATWIRI

**INFLUENCE OF EMPLOYEE TRAINING AND DEVELOPMENT
ON ORGANISATION PERFORMANCE IN THREE-STAR RATED ...**

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