FACTORS INFLUENCING STAFF TRAINING AND DEVELOPMENT DECISIONS IN STATE-OWNED HOTELS IN WESTERN KENYA

BY

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NOVEMBER, 2015
DECLARATION

DECLARATION

I, the undersigned hereby declare that this project is my original work and that all the sources that have been used / quoted have been acknowledged in the references.

Sign…………………………                         Date……………………………

Julie Irene Atieno

D61/76935/2012

This project has been submitted for examination with my approval as the University Supervisor.

Sign………………………………………         Date………………………………

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DEDICATION

This research project is dedicated to my parents; Mr. Andrew Oriwa and Mrs. Beatrice Oriwa, for their good work raising me and making sure that I got all that I needed to be successful in life and for their continued encouragement and support throughout my studies.
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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ASTD</td>
<td>American Society for Training and Development</td>
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<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>KTDC</td>
<td>Kenya Tourism Development Corporation</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<tr>
<td>T&amp;D</td>
<td>Employee Training and Development</td>
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The 21st century has more than sufficient evidence of unprecedented changes in the environment that have rendered a new sense of urgency to businesses of the need to incorporate training and development in the organization strategy in order to ensure survival and prosperity. This therefore means that employees have to be trained more often for purposes of improving their skills as the workforce is changing day in day out. An educated and well trained workforce is considered to be essential to the maintenance of a firm’s competitive advantage in a global economy. Training focuses on imparting short-term knowledge and skills to enable employees perform in their current job while development has a long-term focus to prepare the employee to take on greater responsibilities in future. Training and development like any other Human Resource Management function can be very wasteful if not cautiously planned, designed and implemented within all firms. Conducting a thorough needs assessment before training is designed and delivered helps set appropriate goals for training and ensure that trainees are ready to participate. State run corporations which include, Kisumu hotel, Sunset hotel, Kericho Tea Hotel, Golf Hotel Kakamega have failed to maintain a competitive edge against privately run hotels in western Kenya and there is a strong need for its employees to be trained on how to handle different people and how to improve their own understanding of their physical and psychological environment in order to better serve customers. Amongst the factors influencing training and development in the hotel industry include internal organizational factors and external factors. Lack of time, high employee turnover, high business demands, cost and lack of resources has been a major barrier to training and development within the Hospitality sector. The objective of this research was to establish factors influencing staff training and development decisions in state owned hotels in Western Kenya. This study was guided by resource based theory and human capital theory. The researcher employed a case study and the target population comprised the four state-owned Hotels in Western Kenya. These state owned Hotels are Kisumu hotel, Sunset hotel, Kericho Tea Hotel, and Golf Hotel Kakamega. In using Primary source data was gathered using Semi-Structured questionnaires comprising qualitative and quantitative questions. Structured items were anchored on a Likert-type scale. The Statistical Package for the Social Sciences (SPSS) computer software was used for the analysis. Measures of central tendency (mean) frequencies and percentages were used to describe and summarize the research findings. The results were presented in tables and charts. The study established that the major factors influencing staff training and development decisions in the State-Owned Hotels in western Kenya were the need to enhance productivity and improve performance, introduction of new approaches and processes to business and the need to match employee specifications with the job requirements and stakeholders’ needs. Human resources are the key asset in organizational survival and yet most of the State Owned hotels consider the human relation factors to a moderate extent while formulating their T&D decisions. Therefore, the researcher recommends that greater emphasis on the needs and welfare of the employees should be taken into account by the managers when formulating T&D decisions.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The 21st century has more than sufficient evidence of unprecedented changes in the environment that have rendered a new sense of urgency to businesses of the need to incorporate training and development in the organization strategy in order to ensure survival and prosperity. This therefore means that employees have to be trained more often for purposes of improving their skills as the workforce is changing day in day out (Pearce and Robinson, 2005). An organization that does not advance with changing times becomes irrelevant and hence dies slowly. Training and development provides a competitive edge to organizations in the ever changing environment.

Like any other organization, the public service has a mandate and a vision of what they ultimately aspire to be in the future. This therefore means that the public service has a task of regularly examining how and where they fit and what adjustments need to be undertaken to take them where they ought to be and to continue being relevant especially in these uncertain dynamic and rapid changes in the political, economic, social and technological environments. According to a recent industry report by the American Society for Training and Development (ASTD), U.S. organizations alone spend more than $126 billion annually on employee training and development (Paradise 2012). Canada has a policy of continuous training for its permanent employees who are provided with the opportunity to create their personal learning programme (Simons, 2001). In China all public servants are trained in rotation within five years so that every public
servant can attend off job training which averages at least 12 days per year (VanBuren, M.E., & King, S.B., 2000). In Malaysia every Public Sector employee is provided with a minimum of seven training days per year. Public service employees are encouraged to undergo training to enhance their skills in their respective scope of work.

Most Japanese organizations are committed to continuous training and development of their human resource. Large companies in Japan follow a philosophy of life time education. An individual’s training is not seen as a one-time affair at the time of his recruitment, but as an on-going process. Whenever a new technology or production process is introduced, workers and managers are retrained to enable them to master it (Nair and Rao, 1990).

Appreciation of the importance of training and development in recent years has been greatly influenced by the rapid globalization and the relative success of economies such as Japan, Germany and Sweden that considerably emphasize investment in employee training and development. Huang (2001) states that an educated and well trained workforce is considered to be essential to the maintenance of a firm’s competitive advantage in a global economy. Training and development like any other Human Resource Management function can be very wasteful if not cautiously planned, designed and implemented within all firms. Training focuses on imparting short-term knowledge and skills to enable employees perform in their current job while development has a long-term focus to prepare the employee to take on greater responsibilities in future. Cole (1997) argues that human resource is the most important and the most dynamic of all
organization’s resources. He identifies benefits of training and development as: improved services to customers, greater commitment of staff, improvement of existing skills, knowledge and experience of employees and improvement in productivity.

The value of the hospitality industry is determined by its malleability to changing circumstances and its ability to conform to the environment and diversity of its clientele. The most important part of capacity building is the retraining of employees in order to incorporate the trends emerging from different areas and experiences in the market. This is done with the basic understanding that the greatest constant in life is change and embracing it ensures that an organization moves through its various stages of progress without suffering inertia. Today the highly competitive market, in which business operates, requires a skilful workforce in order to remain a successful player in the competitive hotel industry and this can only be achieved if the hotel industry has a base on factors that influences staff training and development decisions. This study adopted Resource based theory in that in order for the state run hotels to favorably compete within the hotel industry there is need for them to improve their infrastructural capabilities by modernizing and refurbishing their facilities in order to create competitive edge. In line with this augment the study also adopted the human capital theory which re-aligns the characteristics of workers with regard to productivity.
1.1.1 Staff Training and Development

Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford 2002). Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term “training” to refer to both training and development efforts. Training and development deal with systematic approaches to improving employee skills and performance. Some authors use the terms “training” and “development” as synonyms. However, some view the two concepts as being different. Jones, George and Hill, (2000) argue that training primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. Development on the other focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. In the view of Adamolekun (2003), staff development involves the training, education and career development of staff members.

Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. Development is any learning activity which is directed towards future needs rather than present needs, which is concerned more with career growth other than immediate performance. The focus of development tends to be primarily on an organization’s future manpower requirements,
and secondly on the growth needs of individuals in the workplace. Both training and development are concerned, in varying degrees, with acquisition of knowledge, understanding, skills and attitudes (Cole, 1997). Training normally assists people to improve their abilities in a particular job while development relates to the improvement of a person’s overall capacity to pursue a career. Development enhances the general potential of the employee (Bennet, 1994).

1.1.2 Factors Influencing Staff Training and Development Decisions

Training and development of employees is an issue that has to be faced by every organization. The amount, quality and quantity of training and development carried out vary enormously from organization to organization. According to Cole (2004), factors influencing the quantity and quality of training and development decisions include; the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management see training as a motivating factor in work(Becker 2004; Maurer 2001).

Training and development activities are important elements of the human resource management function of an organization. Effective training would focus on the needs of the organization, would be delivered over a relatively short timescale and should result in immediate improvement of performance. Development is long term in nature and is more concerned with maximizing an individual’s potential. It is focused on the needs of both the individual and the organization. It involves coaching, counseling, mentoring, guidance and third level education programmes. Development should result in improved
competence in the capabilities of the individual in areas such as management, decision making and problem solving. Development programmes are often geared towards preparing individuals to take up future more senior roles in an organization.

1.1.3 State-Owned Hotels in Western Kenya

Like the tiers of great amphitheatre, Western Kenya slopes away from Nairobi, the game parks and the coast, down to the stage of Lake Victoria. Cut off by the high Rift wall of the Mau and Elgeyo escarpments, this region of dense agriculture, rolling green valleys and pocket of thick jungle is one of the parts of the country least known to travelers. The Western Kenya major towns include, Kitale, Eldoret, Kakamega, Busia, Bungoma, Kisumu, Kericho, Kisii, Homabay and Migori. The State-owned Hotels in western Kenya include: Kisumu hotel, Sunset hotel, Kericho Tea Hotel and Golf Hotel Kakamega. The government owns the hotels through the Kenya Tourist Development Corporation, which is a state sponsored development funds that finances the building of tourism facilities in the country and holds varying stakes in Hotels on behalf of the government. (KTDC, 2012).

Most of the state run hotels are in a rundown condition, the challenge that they face is that rehabilitation works are not expediently done as compared to their counterparts in the private sector. Equally logistical challenge and proper advertising has made these facilities to be equated to white elephants yet they are strategically positioned with their respective areas, (Balala, 2012). Lack of business has transformed most state owned hotels into being indebted, thus running on losses, it is this primary reason that has made
the government to reconsider disposing its shares in this organizations. The assumption is that if they can be privately run then effort to turn them around into profitability could be enhanced by the new owners, (Balala, 2012).

It is now generally recognized that the satisfactory performance of state corporations depends on how well it adapts to an operating environment which is highly competitive, technologically sophisticated, globalized in perspective and changing with unprecedented pace, depth and variety. To meet these challenges a range of new policies have emerged in recent years to improve training and development in order to improve customer service. Informal or on-the-job training is an important source of training and development and is used widely across the public service (KTDC, 2012).

1.2 Research Problem

As organizations strive to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes on increasing importance. Training and development are key human resource management practices, primarily targeted at enabling employees to acquire job-related knowledge, skills and behaviors that improve their ability to meet organizational goals. Supplying training to employees not only increases their productivity, motivation and job satisfaction, but also boosts self-confidence and self-perception, with corresponding decreases in anxiety and sense of inadequacy (Becker 1964; Maurer 2001).
Aguinis and Kraiger (2009) believe that training in work organizations is an area of applied psychological research that is particularly well suited for making a clear contribution to the enhancement of human well-being and performance in organizational and work settings as well as in society in general. Conducting a thorough needs assessment before training is designed and delivered helps set appropriate goals for training and ensure that trainees are ready to participate. However, there continues to be little theoretical or empirical work on needs assessment. Managers and other decision makers in organizations prefer information and data on business-related results to make decisions about how to allocate resources, including resources for training activities (Mattson 2005; Aguinis and Kraiger, 2009). Training for the sake of training, an approach that focuses on developmental ideals and supportive organizational environments, is not aligned with today’s business realities, including compressed career progression pathways, budgetary cuts and constraints, highly competitive environments, and market-driven economic philosophies (McGuire et al. 2005; Aguinis and Kraiger, 2009).

State run corporations which include, Kisumu hotel, Sunset hotel, Kericho Tea Hotel, Golf Hotel Kakamega have failed to maintain a competitive edge against privately run hotels in western Kenya. Owing to the diversity of customer origins, cultures, physical and psychological environments, there is a strong need for employees in state run corporations to be trained on how to handle different people and how to improve their own understanding of their physical and psychological environment in order to better serve customers. Furthermore, customer tastes demand attention at all cost and it is a
significant factor when it is improved through periodical training of employees. Amongst the factors influencing training and development in the hotel industry include organizational change, competition, organization culture, product expansion or problem, technological changes and guest demands to improve quality fuels the need for training and development. Lack of time, high employee turnover, high business demands, cost and lack of resources has been a major barrier to training and development within the Hospitality sector. State run hotels in Western Kenya are realizing they must provide value added services to attract and please customers (Balala, 2012).

A number of studies have been done on training of employees. For instance Mapelu and Jumah (2013) carried out his research on effect of training and development on employee turnover in selected medium sized hotels in Kisumu city, Kenya and found out that employee development significantly affected employee turnover and training is a tool that can assist Hotels in building a more committed and productive workforce. Although training plays a major role in this process, Hotels need to look at additional strategies and practices that can enhance commitment. Training alone may offer many benefits but a much greater impact will be found when using a strategy to human resources that entails many different organizational practices and policies. Joan (2012) conducted a research on creating a hospitality leadership development training program for a country club and concluded that needs of the country club and its employees’ feedback are crucial in developing an effective hospitality leadership training program that is of value to attract the employees to retain in the club industry as well as the organization.
Waruguru (2010) conducted a study to establish the strategic human resource training and development practice that co-operative bank engages in so as to stay ahead of competition and to ensure optimum performance and the findings indicate that Co-operative bank has a strategic plan which consists of among others a Strategic human resource training and development plan. Hameed and Waheed (2011) conducted a study on employee development and its affect on employee performance the results indicates the importance of the employee developmental activities and the need to invest in human capital. Lung’ung’u (2011) conducted a study on the perception of employees on the relationship between training and employee performance a survey of the Ministry of Agriculture headquarters and the findings showed that there is a positive relationship between training and employee performance in the organization. Nguku (2006) conducted a survey of staff training and development practices in state corporations in Kenya and the results show that corporations should invest substantially in training their employees’ in order to maintain the required level of skills.

The above related studies have emphasized on training and development of employees, aspects and the effects of training. No study has been conducted on factors influencing staff training and development decision especially in state owned hotels in Western Kenya and yet the Hotels play a major role in economic development in the region. Besides initializing debate, this study sought to fill this gap by contributing to research data on this vital area. The objective of this study was achieved by addressing the following research question: What are the factors that influence staff training and development decisions in state-owned hotels in western Kenya.
1.3 Research Objective

To establish factors influencing staff training and development decisions in state owned hotels in Western Kenya.

1.4 Values of the Study

The study was a source of great experience and a contribution; to the researcher as a prerequisite in order to fulfill the requirement for the award of the Degree of Masters of Business Administration of the University of Nairobi.

Both the National and County governments would benefit from the study findings and its recommendations. The study would provide empirical basis for the formulation of policies and strategies for developing staff training and development decisions manuals and hence improving the running of state owned hotels, thus significantly contributing in strengthening the human capital within this industry which is a pre-requisite for the attainment of Kenyan Vision 2030. Equally to various managers within the Hospitality sector as they will reliably be informed on the factors influencing staff training and development decisions in state owned hotels.

The outputs from this study forms a critical base with regard to policy formulation and implementation for the line Ministries as it focuses its attention to staff training and development decisions in state run hotels thus providing antecedents of utilizing these hotels in a more competitive and productive manner.
The study seeks to enrich the existing literature and serve also as an avenue for further studies by forming a strong and rich source of information meriting substantive publication in academia. There is no doubt the result contributes to the existing theories on staff training and development decisions.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
In this chapter the researcher reviewed related literature on factors influencing staff training and development decisions in state owned hotels in Western Kenya and also defined some basic concepts.

2.2 Theoretical Foundation
This section reviews the theoretical literature related to the study and develops the study’s theoretical framework. This study examined factors influencing staff training and development decisions in state owned hotels in Western Kenya as postulated by two theories. A key aspect of concern to all state owned hotels is to competitively provide services to clients. This study was guided by resource based theory and human capital theory.

2.2.1 Resource Based Theory
In the resource-based view, resources are classified as tangible, intangible and personnel-based (Grant, 1991; Russo & Fouts, 1997). Tangible resources include financial reserves and physical resources such as plant, equipment, and stocks of raw materials. Intangible resources include reputation, technology, and human resources; the latter include culture, the training and expertise of employees, and their commitment and loyalty. As these resources are not productive on their own, the analysis also needs to consider a firm's organizational capabilities—its abilities to assemble, integrate, and manage these bundles.
of resources. In our application of the resource-based view, we considered resources and capabilities in the following combinations: firstly, physical assets and the technologies and skills required to use them, secondly, human resources and organizational capabilities, which include culture commitment, and capabilities for integration and communication, and thirdly the intangible resources of reputation and political acumen. The resource-based theory emphasizes the firm’s resources as the fundamental determinants of sustainable competitive advantage and performance through facilitating the development of competencies that are firm specific, produce complex social relationships, are embedded in a firm's history and culture, and generate tacit organizational knowledge (Barney, 1992; Reed & DeFillippi, 1990; Wright & McMahan, 1992; Lado & Wilson, 1994). In line with the theory training is viewed as an intangible resource that organization use to attain competitive advantage therefore a range of factors need to be considered while making T&D decisions.

2.2.2 Human Capital Theory

Human capital corresponds to any stock of knowledge or characteristics the worker has (either innate or acquired) that contributes to his or her “productivity”. The human capital theory enables us to think of not only the years of schooling, but also of a variety of other characteristics as part of human capital investments. These include school quality, training, attitudes towards work, etc. Using this type of reasoning, we can make some progress towards understanding some of the differences in earnings across workers that are not accounted by schooling differences alone. The standard approach in labor economics views human capital as a set of skills/characteristics that increase a worker’s
productivity. This is a useful starting place, and for most practical purposes quite sufficient. Nevertheless, it may be useful to distinguish between some complementary/alternative ways of thinking of human capital.

In line with human capital theory which examines the determinants of investment in human capital and rates of return of education and training, older workers are commonly excluded from training for economic reasons (Becker 1964; Lazazzara et al., 2011). A capital is an asset that generates income and benefits over the long-term period. Education and training are also valuable assets for companies and investing in them increases earnings, knowledge and skills. In this perspective, investments in training are chiefly justified by the expectation of future benefits and a rise in worker productivity over the period up to retirement, but also by increases in motivation and job satisfaction on the part of workers.

The Becker view: human capital is directly useful in the production process. More explicitly, human capital increases a worker’s productivity in all tasks, though possibly differentially in different tasks, organizations, and situations. In this view, although the role of human capital in the production process may be quite complex, there is a sense in which we can think of it as represented (representable) by a unidimensional object, such as the stock of knowledge or skills, and this stock is directly part of the production function. The Schultz/Nelson-Phelps view: human capital is viewed mostly as the capacity to adapt. According to this approach, human capital is especially useful in
dealing with “disequilibrium” situations, or more generally, with situations in which there is a changing environment, and workers have to adapt to this.

### 2.3 Training and Development

According Cole (2002) training and development is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few. Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon 2002).

By observing today’s business climate and the exponential growth in technology with its effect on the economy and society, the need for training is more pronounced than ever (Yafang, 2008). Staff training and development is a significant part as well as the key function of Human Resource Management and Development; it is the crucial path of motivating employees and increasing productivity in the business, (McClelland, 2002). Staff training is the key task to help everyone in the company to be more united. An enterprise could hire experienced employees or train employees to be skilled. When the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process. Training and development can be
seen as a key instrument in the implementation of HRM practices and policies. Nickson (2007) states that successful hotels always include staff training as their important development strategy.

Sherman et al. (1998) expressly indicates that the success of a training program depends more on the organization’s ability to identify training needs and the care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They further indicated that training experts believe that if trainees do not learn, it is probably only because some important learning principle had been overlooked. McGhee (1996) wrote on the nature of learning and said learning is a term used to describe the process by which behavioral changes result from experience. They also said the fact that learning has occurred could only be inferred from a comparison of an individual’s behavior prior to the experiences of specific kinds of task. A study by Kuria, Peter and Alice (2011) revealed that star Hotels have critical problem of skilled man power and capacity to compete globally. The study explained that the human capital in the Hotel industry was not properly handled explaining that unfavorable working conditions, poor payment, poor training and education levels have led to high labor turn over. Lung’ung’u (2011) in her study established that there is a positive relationship between training and employee performance in the organization. In the ministry of Agriculture training is viewed seriously, almost all staff have undergone one type of training or the other, this is because training enhances employee motivation, career, allows employees to take higher responsibilities, enhances commitment to work and so forth. Both the senior managers and employees perceive that training is important
and should be enhanced further so as to have a workforce that is able to perform effectively and efficiently.

Kamau (2009) conducted a study that investigated training and development practices in the ministry for training diplomatic staff and found out that the practices include linking the public service strategic plan to training and development process, conducting training and needs assessment in the ministry, adopting a work plan that outlines a training plan, application of training methods, implementation and evaluating the effectiveness of the training process in the embassies/high commissions. She also stated that organizations are forced to train their employees continuously to ensure they have the right skills in running business. Any organization that does not invest in training is bound to fail. It is therefore important for organizations to ensure the right training and development practices are used in training employees. If practices are not well chosen and well conducted the whole process will be considered useless.

2.4 Factors Influencing Training and Development Decisions
Seasonal business demand is one of the factors that influence T&D decisions. No matter what industry you work in chances are that you will experiences some seasonal change in your organizations activity. Seasonal fluctuations in the hospitality industry make training more difficult to deliver yet even more critical to provide. Therefore it is important to explore the issues of training in the hospitality industry and the challenges posed for the hospitality organizations in order to create effective hospitality leadership development training programs. (Joan, 2012). Jafari and Fayos-Sola (2006), in their study
state that the tourism industry’s success will continue to depend on training the workforce in order to prepare for the seasonal fluctuations. Labour issues confront lodging industry in good and bad times. Employee training is viewed as a means to manage labour challenges and the hospitality industry is not well known for specializing in employee training (Bergman, 2005).

Another factor influencing T& D decisions is the need to improve performance. Aguinis and Kraiger (2009) study indicated that training results in improved organizational performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization’s reputation, social capital) to performance. Guerrero & Barraud-Didier (2004) in their survey showed that 4.6% of the variance in financial performance was explained by training. Aragón-Sánchez et al. (2003) in their study operationalized organizational performance as (a) effectiveness (i.e., employee involvement, human resource indicators, and quality), and (b) profitability (i.e., sales volume, benefits before interest and taxes, and a ratio of benefit before taxes/sales). Results indicated that some types of training activities, including on-the-job training and training inside the organization using in-house trainers, were positively related to most dimensions of effectiveness and profitability.

Lazazzara et al. (2011) in their study indicated that participants made specific training decisions based on profiles of hypothetical older workers. Multilevel analyses indicated that access to training decreases strongly with age, while highly skilled older employees
with low absenteeism rates are more likely to enjoy training opportunities. In addition, older workers displaying positive performance are more likely to receive training than older workers who perform poorly, suggesting that training late in working life may serve as a reward for good performance rather than as a means of enhancing productivity.

Human relation is also a factor that has to be considered in T&D decisions. Every management has to maintain very good human relations and this has made training as one of the basis conditions to deal with human problems. Ubeda (2005) study related organizations’ training policies (e.g., functions assumed by the training unit, goals of the training unit, nature of training, and how training is evaluated) with four types of organizational-level benefits: employee satisfaction, customer satisfaction, owner/shareholder satisfaction, and workforce productivity (i.e., sales per employee). Results suggested that training programs oriented toward human capital development were directly related to employee, customer, and owner/shareholder satisfaction as well as an objective measure of business performance (i.e., sales per employee). Supplying training to employees not only increases their productivity, motivation and job satisfaction, but also boosts self-confidence and self-perception, with corresponding decreases in anxiety and sense of inadequacy (Becker 1964; Maurer 2001). Cline (2007) indicated in his study of 500 international hospitality executive respondents that the respondents’ exposure to training could improve employee satisfaction. In addition, employees who are provided training indicated that they develop self-esteem, greater job satisfaction and improved wage structures (Goodenough & Page, 1993; Janes, 2000).
Employers who provide training indicate improved recruitment, increased productivity, reduced turnover and a more dedicated workforce from the values received from the employee training. This is further supported by Conrade, Woods, and Ninemeier (2004) research findings that 93% of lodging employee respondents stated that training would encourage the employees to stay at a property.

High employee turnover play a role in determining the ability of an organization to provide employee training. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention. Training can have a considerable influence on company finances as there are several potential training costs that companies may incur. Turnover plays a significant role in the amount of training investment companies will assume. The greater the chance of employee turnover, the less likely a company will invest in it (Brum, 2007). Mapelu and Juma (2013) findings indicated that employee development significantly affected employee turnover (p=.005) 2-tailed. The study states that training is a tool that can assist Hotels in building a more committed and productive workforce. Although training plays a major role in this process, Hotels need to look at additional strategies and practices that can enhance commitment.

Introduction of new approaches and processes to business greatly influence employee training. As the nature of work changes, employees are increasingly required to develop a wide, mutable set of skills that are essential to the success of their organizations. Yet few workers possess the cultural competence, interpersonal skills and technological
proficiency required for these changing work demands (Salas & Stagl, 2009). Susomrith and Coetzer (2013) in their exploratory study stated that a number of participants actively sought information on training and development opportunities and their reasons included the desires to keep abreast of the latest developments in the field and to capitalize on networking opportunities that attendance at external training and development events would provide.

Chand (2012) in his article states that mechanization, computerization and automaton have resulted in many changes that require trained staff possessing enough skills. The organization should therefore train the employees to enrich them with the latest technology and knowledge. With modern inventions, technological upgradation and diversification most of the organizations have become very complex and staff training has therefore become mandatory. The global economy and technological advances of today require organizations to make constant adjustments in order to maintain a competitive advantage (Aguinis & Kraiger, 2009). One such change is the set of knowledge, skills and abilities that are now critical for success. Most employees do not inherently possess the qualities needed to meet these changing work demands, however. As a result, organizations invest billions of dollars in training interventions every year (Paradise, 2007).

Matching employee specification with the job requirements also influences T&D decisions. Chand in his article indicates that an employee specification may not exactly suit to the requirements of the job and the organization irrespective of past experience
and skills. There is a gap between specifications and the organizations requirements. In order to fill this gap training is required. He further states that training is necessary when the existing employee is promoted or transferred to another department. Training is also required to equip the old employees with new techniques and technologies. This clearly depicts how change in the job assignment necessitates training. Training and development are key human resource management practices, primarily targeted at enabling employees to acquire job-related knowledge, skills and behaviors that improve their ability to meet organizational goals (Lazazzara, et al., 2011) Change also puts the spotlight on training and education as a means of equipping workers with tools they need to adapt to changing skills, requirements, organizational change, legislations, government policies and increasing complexities in the external environment. (HRHM Toolkit, Module 9)

Lastly many organizations consider the costs associated with on the job learning among new employees in making training decisions. Michael, 2014 argues that even though some organizations assume that training on-the-job is quicker (and cheaper) than off-the-job training. This is often not the case. Training on-the-job can take longer due to “business as usual” or other work place disturbance, telephone, email, noise disturbance from other people. Equally some think it is cheaper, but when you factor in the cost of manager coaching (or training) one-on-one, the reduction in productivity or the individual manager, the hidden cost can be greater than some off-the-job solutions
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research design that was used, population of the study, data collection, validity and reliability of the data collection instrument and data analysis.

3.2 Research Design

A case study was employed since it is used to describe a research undertaken in which the level of analysis is one units or a few units. According to Yin, (1994) a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. Kothari, (2008) noted that a case study involves a careful and complete observation of social units. It was appropriate for this study because an in depth analysis was done on factors influencing staff training and development.

3.3 Population of the Study

The target population comprised the four state-owned Hotels in Western Kenya. These state owned Hotels are Kisumu hotel, Sunset hotel, Kericho Tea Hotel, and Golf Hotel Kakamega (KTDC, 2012). The respondents was drawn from all heads of departments and human resource managers in the hotels, Since access to training and development in the state owned hotels is often initiated by the HOD’s and the final decision made by the managers.
3.4 Data Collection
Data collection was based on primary source. In using Primary source data was gathered using Semi-Structured questionnaires comprising qualitative and quantitative questions. Structured items were anchored on a Likert-type scale. The structured questionnaire was the main instrument of the study that was administered to the respondents. The questionnaire consisted of two parts. Part A seeks data on the profile of the respondents while part B addressed factors influencing staff training and development decisions.

3.5 Data Analysis
Upon completion of data collection, the questionnaires was edited, coded and entered into a computer spreadsheet in a standard format to facilitate analysis. The Statistical Package for the Social Sciences (SPSS) computer software was used for the analysis. Measures of central tendency (mean, mode, median), frequencies, percentages and standard deviation were used to describe and summarize the research findings. The results were presented in tables, cross tabs and charts. Factor analysis was used to reduce the factors to a few independent ones.

3.6 Summary
A case study was employed and descriptive research design adopted to establish the factors influencing training and development decisions in state owned hotels. The study comprised all the four state owned hotels in Western Kenya. The study used primary data which was gathered using semi structured questionnaires comprising qualitative and quantitative questions with structured items anchored on a Likert-type Scale.
CHAPTER FOUR
DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains research findings and discussion of the same. The purpose of the study was to determine the factors influencing staff training and development decisions in state owned hotels in Western Kenya. Frequency distributions and percentages were used to represent the findings of 20 respondents. However, out of 20 questionnaires distributed only 17 were fully filled and returned. This constituted 85% response rate.

4.2 Demographic Data

The respondents were asked to answer a series of questions about themselves and the Organization. The findings are reported below.

4.2.1 Name of the Hotel where the respondent works

The study sought to find out the hotel where each of the respondents works. The responses are as summarized in the table 4.1 below

Table 4.1 Distribution of the Respondents by Employer

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tea Hotel Kericho</td>
<td>5</td>
<td>29.4%</td>
</tr>
<tr>
<td>Kisumu Hotel</td>
<td>5</td>
<td>29.4%</td>
</tr>
<tr>
<td>Sunset Hotel Kisumu</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>Golf Hotel Kakamega</td>
<td>3</td>
<td>17.6%</td>
</tr>
</tbody>
</table>

Source: (Author 2015)
The results indicate that the respondents were evenly distributed from all the State Owned hotels. This implies that there was a great and reasonable representation of the factors that influence staff training and development decisions in all the hotels.

4.2.1 Gender of the Respondents

The study sought to determine the gender distribution of the respondents across the various departments within the hotels on issues pertaining training and development. The responses are as summarized in table 4.2 below.

**Table 4.2: Gender composition of the Respondents**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12</td>
<td>70.6%</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>29.4%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

As shown in table 4.2, majority (70.6%) of the respondents were male, while the rest (29.4%) were female. This implies that though there is gender distribution in managerial positions at the State owned hotels in western Kenya, most of the positions are occupied by the male.

4.2.2 Age of the respondents

The study also sought to determine the age brackets of the respondents. Age was considered to be a key factor in influencing training and development decisions. Age distribution of the respondents is presented in Table 4.3

27
Table 4.3: Distribution of the respondents by age

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-35</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>36-45</td>
<td>8</td>
<td>47.1%</td>
</tr>
<tr>
<td>&gt;45</td>
<td>5</td>
<td>29.4%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)

Table 4.3 summarizes the findings on the age bracket of the respondents. From the findings, most of the respondents (47.1%) were within the age bracket of 36-45 years, 29.4% were above 45 years, 23.5% were between 26-35 years while no respondents were below 25 years. This means that the managers are experienced and make informed training and development decisions.

4.2.3 Highest level of Education

The respondents were asked to indicate their highest level of academic qualification.

The findings are presented in Table 4.4

Table 4.4: Distribution of respondents by highest level of education

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>29.4%</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>6</td>
<td>35.3%</td>
</tr>
<tr>
<td>Post graduate</td>
<td>2</td>
<td>11.8%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)

Table 4.4 shows the findings of the study on respondents’ level of education. From the table, majority (35.3%) of the respondents had acquired university degree as their highest
academic qualification; (29.4%) had a diploma, 23.5% had a certificate and 11.8% had masters as their highest level of education. This indicates that most of the managers at the state owned hotels are well educated hence are capable of formulating effective and relevant training and development decisions.

4.2.4 Distribution of Respondents by Department

The respondents were asked to indicate their respective departments. The findings are summarized in Table 4.5 below.

**Table 4.5: Distribution of respondents by department**

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>House Keeping &amp; Maintenance</td>
<td>3</td>
<td>17.6%</td>
</tr>
<tr>
<td>Sales, Marketing &amp; Procurement</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>Security</td>
<td>2</td>
<td>11.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)

Table 4.5 depicts the findings on the departments to which the respondents belong. It is evident from the figure that the respondents were approximately evenly distributed amongst the different departments with Administration at 23.5%, Food and beverage at 23.5%, Housekeeping and maintenance at 17.6%, Sales, marketing and procurement at 23.5%, and security at 11.8%
4.2.4.1 Level of Education of the respondents and their respective departments

Table 4.6 indicates the relationship between the level of education of respondents and their distribution by department.

Table 4.6 Distribution of the Respondents by Department and Level of Education

<table>
<thead>
<tr>
<th>Level of Education of the Respondent</th>
<th>Department that the respondent heads</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Administration</td>
</tr>
<tr>
<td>Certificate</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>2</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

Table 4.6 shows that Administration departments in all the four state owned hotels are headed by graduates. The final decisions on training are normally made by the Administration departments which are in charge of the general administration, accountability and human resource management. This is an indicator of experienced and well trained individuals, which is in turn reflected in the training and development decisions.

4.2.5 Number of years worked in the hotel industry

The researcher further sought to assess the period of years’ bracket the respondents had worked in the hotel industry. It is expected that the longer the period one works for an
industry the favorable the industry factors are hence the training and development decisions.

The responses are summarized in table 4.7.

**Table 4.7: Classification of respondents by number of years worked in the hotel industry**

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 years</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>3-5 years</td>
<td>6</td>
<td>35.3%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>1</td>
<td>5.9%</td>
</tr>
<tr>
<td>&gt;10 years</td>
<td>6</td>
<td>35.3%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

Table 4.7 shows that 76.5% of the respondents have hotel experience of more than 3 years. This illustrates that the managers have worked at the hotel industry for a reasonably long period of time, thus are able to make informed decisions on training and development of employees.

### 4.2.6 Respondents’ Length of Service in their Current Organization

The researcher further sought to assess the number of years the respondents had worked in the respective State owned Hotels. It expected is that the longer the period one works for an organization the more experienced they are. It is further expected that the length of service has influence on the employee’s need for training. The responses are summarized in table 4.8.
Table 4.8: Classification of respondents by number of years worked in the state owned hotels

<table>
<thead>
<tr>
<th>Longevity in their current hotels</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-12 months</td>
<td>2</td>
<td>11.8%</td>
</tr>
<tr>
<td>&gt;12 months</td>
<td>15</td>
<td>88.2%</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

From the findings in table 4.8, most (88.2%) of the respondents had worked for more than a year, only 11.8% had worked for between 4-12 months. This implies that majority of the managers have worked at the state owned Hotels for a reasonably long period of time and thus can be expected to understand the organizations culture, strategy and operations. They are therefore well-placed to make informed decisions on training and development.

4.3 Factors Influencing Training and Development Decisions at the Respondent Hotels

Key among the factors influencing training and development decisions are internal organizational and external environmental changes among others. The researcher therefore sought to identify these factors from managers at the state owned hotels in western Kenya. Respondents were asked to indicate the extent to which they agreed with the Statements on factors influencing their decisions on training and development. The level of agreement was provided on a scale of 1-5 with 1 representing not at all, 2 to a less extent , 3 to a moderate extent, 4 to a great extent and 5 to a very great extent. A mean score of less than 1.5 means that they do not agree, a mean score of 1.5- 2.4
indicates that they agreed to a less extent, a mean of 2.5- 3.4 shows agreement to moderate extent, 3.5 – 4.4 to a great extent and a mean score of above 4.5 suggests agreement to a very great extent. A standard deviation above 1.0 means that there is no consensus whereas a standard deviation of 1.0 and below means that there is a consensus among the responding managers.

**Table 4.9: Means and Standard Deviations of the Factors Influencing Training and Development Decisions**

<table>
<thead>
<tr>
<th>FACTORS INFLUENCING TRAINING AND DEVELOPMENT DECISIONS</th>
<th>MEAN</th>
<th>STANDARD DEVIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>External changes such as legislations, government policies and stakeholders needs</td>
<td>3.53</td>
<td>0.943</td>
</tr>
<tr>
<td>Change in technology</td>
<td>3.59</td>
<td>0.87</td>
</tr>
<tr>
<td>Seasonal business cycles.</td>
<td>2.76</td>
<td>1.147</td>
</tr>
<tr>
<td>High rate of employee turnover that makes training a risky investment.</td>
<td>2.76</td>
<td>1.437</td>
</tr>
<tr>
<td>Need to match employee specification with job requirements and organizational needs</td>
<td>4.06</td>
<td>1.088</td>
</tr>
<tr>
<td>Changes in job assignment</td>
<td>3.35</td>
<td>1.057</td>
</tr>
<tr>
<td>Need to improve performance</td>
<td>4.24</td>
<td>0.831</td>
</tr>
<tr>
<td>Need to enhance productivity</td>
<td>4.41</td>
<td>0.712</td>
</tr>
<tr>
<td>Introduction of new approaches and processes to business.</td>
<td>4.06</td>
<td>0.748</td>
</tr>
<tr>
<td>Need for healthy learning environment among employees.</td>
<td>3.47</td>
<td>0.80</td>
</tr>
<tr>
<td>Need for greater teamwork.</td>
<td>3.35</td>
<td>1.057</td>
</tr>
<tr>
<td>Need to increase self-confidence and self-esteem.</td>
<td>3.41</td>
<td>1.004</td>
</tr>
</tbody>
</table>
Desire to boost motivation | 3.71 | 0.920  
To reduce costs associated with on – the- job learning among new employees | 3.71 | 0.920  
GRAND MEAN | 3.60  

**Source:** (Author 2015)

4.3.1 The Influence of External changes on Training and Development Decisions.

The respondents were asked to indicate the extent to which external changes on legislations, government policies and stake holders needs, among others influences the training and development decisions that they normally make. The responses are presented in Table 4.10

**Table 4.10: Extent of Influence of External changes influence on Training and Development decisions**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a less extent</td>
<td>2</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>7</td>
</tr>
<tr>
<td>To a great extent</td>
<td>5</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)

Table 4.10 shows that 41.2% of respondents indicated that employee training decisions were influenced to a moderate extent by external changes such as legislations, 29.4% of respondents indicated that the external changes influenced their training and development decisions to a great extent. 17.6% of them stated that external changes influenced their
training and development decisions to a very great extent and 11.8% of individuals stated that the external changes influenced their decisions to a less extent. Overall external changes influenced training and development decisions to a great extent at a mean of 3.53.

This implies that managers have recognized that this century has more than sufficient evidence of unprecedented changes in the environment that have rendered a new sense of urgency to businesses of the need to incorporate training in the organizations strategy in order to ensure survival and prosperity. This is in line with Khan et al. (2011) findings that state that Training and development is very important for an organization to compete with this challenging and changing world. This also corresponds to Joan (2012) study who states that as labor force issues threaten the success of hospitality organizations, the implementation of a hospitality leadership development training program to develop human capital within the organization is critical. Being state owned institutions, government play an important role in determining its operations. Therefore the state owned hotels while formulating their decisions on training need to give a great consideration to the applicable legislations.

4.3.2 Changes in Technology

The respondents were required to state the extent to which changes in technology influenced the training and development decisions in the state owned hotels. The findings in table 4.9 show that a majority of the respondents considered changes in technology to a moderate extent while making training and development decisions. However the overall
indication is that technological changes influence training and development decisions to a great extent at a mean of 3.59. The standard deviation of 0.87 depicts that there seems to be a consensus on the extent to which technological changes influences the training decisions. This consents to Dzamesi (2012) study that concluded that nature of work is constantly changing in this modern economy. New technologies also mean new work skills are constantly required and training and development has undoubtedly become part and parcel of organizations, and cannot be de-linked from a successful organizational life.

4.3.3 Seasonal business cycles

The respondents were required to indicate the extent to which extent does seasonal business demands influences their training and development decisions at the State owned Hotels. The response is shown in table 4.11.

Table 4.11: Influence of seasonal Business Cycle on training and development decisions

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>To a less extent</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>7</td>
<td>41.2</td>
</tr>
<tr>
<td>To a great extent</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>1</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

As shown in table 4.11 majority of the respondents (41.2%) indicated that seasonal business cycles affected their training and development decisions to a moderate extent,
followed by 17.6\% who indicated to a great extent, 5.9 \% to a very great extent, 17.6 to a less extent and 17.6\% stated that the seasonal business demand did not influence their training and development decisions. Averagely seasonal business cycle influences training and development decisions to a moderate extent with a mean of 2.76. From the findings it can be seen seasonal business cycles is considered moderately in formulation of training decisions. Hotel industry most prone to business cycle swings and therefore training and development of staff better equips them for the industry dynamics. Joan (2012) findings support this by stating that Seasonal fluctuations in the hospitality industry makes training more difficult to deliver yet even more critical to provide. Therefore it is important to explore the issues of training in the hospitality industry and the challenges posed for the hospitality organizations in order to create effective hospitality leadership development training programs.

4.3.4 High rate of Employee turnover that makes training a risky investment

Respondents were asked to state the extent to which high rate of employee turnover that makes training a risky investment influenced the training and development decisions in the state owned hotels. The findings are indicated in the table 4.12.
### Table 4.12 High rate of Employee turnover that makes training a risky investment

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>To a less extent</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>4</td>
<td>23.5%</td>
</tr>
<tr>
<td>To a great extent</td>
<td>2</td>
<td>11.8%</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>3</td>
<td>17.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>17</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)

The mean of 2.76 is an indication that high rate of employee turnover that makes training a risky investment moderately influenced training and development decisions. 23.5% did not consider the factor in their decisions. 11.8% considered it to a great extent and 17.6% considered it to a very great extent. However there were great variations in the responses of the respondents with a standard deviation of 1.437. Some argue that training leads to an increase in employee turnover while others state that training leads to employee retention. Most of the respondents understand the impact that training has on their organization. Training can have a considerable influence on company finances as there are several potential training costs that companies may incur and can also impact on a company’s success. This is an indication of why most of the respondents give it a consideration while formulating the training and development decisions. This is supported by Brum (2007) who states that a company loses all of its investment should an employee terminate the relationship upon completion of training. As a result, employers have very important decisions to make in regards to the level of investment they are willing to make in training. Training duration, specificity, relevance, payment options,
and training location are all things that employers must consider while developing a training program. According to Glance et al., (1997) organization needs to seriously determine what it is looking to achieve within the training program as well as the impact it will have on employee effort, commitment, and turnover.

4.3.5 Performance improvement and enhancement of productivity

Respondents were asked to indicate the extent to which training and development decisions is influenced by the need to improve performance and to enhance productivity. A majority of the respondents indicated that the need to improve performance and the need to enhance productivity influenced training and development decisions to a great extent; with a mean of 4.24 and 4.41 respectively. There was also consensus in the responses of the respondents with a standard deviation of 0.831 for need to improve performance and 0.712 for need to enhance productivity. This indicates that most of the state owned hotels give a great consideration to the above factors while making training and development decisions. Performance and productivity is of paramount importance to an organization and this shows why it is widely taken into account by most of the state owned hotels. This further implies that investment in perceived developmental activities of the employee is important in order to increase the employee performance. As investment in perceived developmental activities also provide the organization as a competitive advantage. This was supported by Aguinis (2009) in his study where he points to the need to offer development opportunities on an ongoing basis and to align training efforts within an organization’s performance management system. Aguinis and Kraiger (2009) consent to this argument by stating that improved organizational
performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization’s reputation, social capital) to performance results from training. This is further supported with Hameed and Waheed (2011) in their study who states that there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness. Therefore greater considerations of the above factors have to be taken when formulating training and development decision.

4.3.6 Human relations

The respondents were required to indicate the extent to which the below listed human relation factors in table 4.13 influenced staff training and development decision. The findings are summarized below:

**Table 4.13 Human relation factors that influence training and development decisions**

<table>
<thead>
<tr>
<th>S/No</th>
<th>Human relation factor influencing training and development</th>
<th>mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Need for healthy learning environment among employees.</td>
<td>3.47</td>
<td>0.800</td>
</tr>
<tr>
<td>2</td>
<td>Need for greater teamwork.</td>
<td>3.35</td>
<td>1.057</td>
</tr>
<tr>
<td>3</td>
<td>Need to increase self -confidence and self- esteem.</td>
<td>3.41</td>
<td>1.004</td>
</tr>
<tr>
<td>4</td>
<td>Desire to boost motivation</td>
<td>3.71</td>
<td>0.920</td>
</tr>
<tr>
<td></td>
<td>Total Mean</td>
<td>13.94</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mean of Means</td>
<td>3.485</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** (Author 2015)
Respondents were asked whether need for a healthy learning environment among employees influence training and development decisions; the mean was 3.49. This indicates that the need for a healthy learning environment influences training to a moderate extent. Respondents were also asked the extent to which the need for a greater teamwork influences training and development decisions; the mean was 3.35. This shows that the factor influences training and development decisions to a moderate extent. In addition respondents were asked to determine the influence that the need to increase self-confidence and self-esteem has on training and development decisions; the mean was 3.41. This depicts that training and development decision is influenced to a moderate extent by this decision. Lastly the respondents were asked the influence that the desire to boost motivation had on training and development decisions; the mean was 3.71 with a standard deviation of 0.920. This clearly shows that the desire to boost motivation influences training and development decisions to a great extent and there is a consensus among all the respondents that the factor influences training and development decisions

Overall the respondents stated that Human relations factor influence training and development decisions to a moderate extent at a mean of 3.44. It can be deduced from the findings that Human relations affect training and development decisions and it is considered by most of the managers to a moderate extent. This concurs with Janes and wisnom (2010) findings who stated that in order to be an employer of choice, tourism organizations must address employee concerns. Employers should assess their current quality work life practices, from the eyes of their employees, to determine what their thoughts are regarding training, performance evaluation, supervision, compensation/benefits, and overall culture. People are motivated for their own reasons,
and employers must understand what their own employees think. Therefore the hotel industry ought to give human relation factors an important consideration while making training and development decisions.

4.3.6.1 Need for greater team work

The findings show that the need for greater team work influences training and development decisions to a moderate extent with a mean score of 3.35. The findings are supported with Xiao (2010) findings that indicate that when the company trains their own staff, by providing and forming a harmonious atmosphere, accurate work specification and the passion of work, team spirit will be built between employees and management team within the process.

4.3.6.2 Need to increase self-confidence and self-esteem

The results show that the need to increase self-confidence and self-esteem influences training and development decisions to a moderate extent with a mean score of 3.41. This implies that systemized training helps employees understand what important role their jobs play, and with the information, knowledge and experiences obtained during the training, they will be more confident with their work, so that better services will be provided. This is also supported by Joan (2012) whose findings indicate that as labor force issues threaten the success of hospitality organizations, the implementation of a hospitality leadership development training program to develop human capital within the organization is critical. There are benefits for both the organization and the employee.
The employees will develop skills, self-esteem and job satisfaction. This findings contradicts Xiao (2010) results that let us know that employees do not consider trainings as a tool for self-development or for building up self-confidence, though the trainings are important as they motivate employees to perform better in competition.

4.3.6.3 Need for healthy learning environment among employees

The findings indicate that the need for a healthy learning environment influences training and development decisions to a moderate extent with an overall mean of 3.47. The respondents therefore conduct training and development of their employees in order to create a healthy and learning environment. This concurs with the findings of Hameed and Waheed (2011) who state that focusing on employee developmental activities helps in enhancing the skills of the employees. As skills are enhanced, they would be able to develop their own realistic career plan and thus lead to increase the organizational effectiveness.

4.3.6.4 Desire to boost motivation

A majority of the respondents 47.1% agreed that the desire to boost motivation influences training and development decisions to a great extent, 23.5% to a moderate extent, 17.6% to a great extent and 11.8% to a less extent. Overall desire to boost motivation influences training and development to a large extent with a mean of 3.71. There seemed to be consensus among all the respondents in four stated owned hotels that this factor influences training to a great extent. This is also supported by Janes and Wisnom (2010) who’s studied stated that employees are the lifeblood of any tourism organization and a
motivated, committed, and loyal staff is considered a competitive advantage in the workplace. Employees, who are provided a high quality of work life (QWL), are more productive and effective.

4.3.7 Introduction of new approaches and processes to business

The respondents were required to state the extent to which introduction of new approaches and processes to business influenced training and development decisions. The results are indicated in table 4.14.

Table 4.14 Influence of introduction of new approaches and processes on training and development decisions

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a moderate extent</td>
<td>4</td>
<td>23.5</td>
</tr>
<tr>
<td>To a great extent</td>
<td>8</td>
<td>47.1</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>5</td>
<td>29.4</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: (Author 2015)

The findings depict that a majority of the respondents (47.1%) agree that introduction of new approaches influences training and development decisions to a great extent, 29.4% to a very great extent and 23.5% to a moderate extent. Overall, introduction of new approaches and processes to business influences training and development decisions to a great extent; with a mean of 4.06. This shows that most of the respondents in the state owned hotels consent that the hotel industry is dynamic and therefore new approaches and processes are introduced to deal with the dynamism and employees should be trained and developed in order to be effective and efficient in its operations. This findings also
concurs with Dzamesi (2012) who state that if employees are to experience flexibility and effectiveness on the job, they need to acquire and develop knowledge and skills, and if they are to believe that they are valued by the organization they work for, then they need to see visible signs of management’s commitment to the their training and career needs.

4.3.8 Matching employee specification with job requirements and organizational needs and changes in job assignment.

Respondents were asked to indicate the extent to which the need to match employee specification with job requirements and organizational needs and changes in job assignment influenced training and development decisions. A majority of respondents; with a mean of 4.06 indicated that the need to match employee specifications with job requirements and organizational needs influenced to a great extent the training and development decisions. However there was a bit of variations in the responses of the respondents with a Standard deviation of 1.088. This indicates to be able to match employee specifications with job requirement training has to be conducted and therefore the factor influences training and development decisions to a great extent. This is strongly consented by Xiao (2010) who indicates that training of work tasks is one of the main aspects of staff training, including principles at work, professional knowledge and skills, by offering employees these essentials, staff training helps personal abilities match with business requirements. Overall, in the case of changes in job assignment, the respondents indicate that changes in the job assignment influences training and development decisions to moderate extent to a moderate extent; with a mean of 3.35. There is also a bit of variations in the responses; a standard deviation of 1.057. This implies that the
respondents acknowledge the presence of change in job assignment in the State owned hotels and the need for training and development to make employees cope with the new assignments. Therefore this factor should be given a consideration while formulating training and development decisions.

The findings are also supported by Salas & Stagl (2009) in their study who indicated that As the nature of work changes, employees are increasingly required to develop a wide, mutable set of skills that are essential to the success of their organizations.

4.3.9 Need to reduce on the job learning costs among new employees

Respondents were asked to indicate the extent to which the need to reduce on the job learning costs among new employees influenced training and development decisions. The findings are illustrated in table 4.15.

**Table 4.15 Influence of the need to reduce on the job learning costs among new employees on training and development decisions.**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a less extent</td>
<td>2</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>4</td>
</tr>
<tr>
<td>To a great extent</td>
<td>8</td>
</tr>
<tr>
<td>To a very great extent</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
</tr>
</tbody>
</table>

Source :( Author 2015)

Majority of the respondents (47.1%) stated that the need to reduce on the job learning costs among employees influenced training and development decisions to a great extent,
23.5% to a moderate extent, 17.6% to a very great extent, and 11.8% to a less extent. Overall the factor influenced training and development decisions to a great extent; with a mean of 3.71. There was consensus in the responses of the respondents. This implies that the respondents value training and understand its importance in reducing the on the job learning costs among new employees. Therefore a great emphasis should be given to this factor while making training and development decisions. This concurs with Michael (2014) findings that depict the costs associated with on the job learning and how expensive it can be. This is further consented with Xiao (2010) who indicates that adequate trainings before the work help employees get used to the environment and work tasks very quickly and avoid the obstacles and possible accidents during work. Adequate trainings before work lead to the better attitudes towards their work, as a result, better services will be offered to customers. Therefore this factor ought to be taken into account while formulating training and development decisions.

4.3.10 Other factors influencing training and development decisions

The respondents’ opinion on other factors that influence staff training and development were sought. A wide range of factors were stated among them including need to instill organizational culture, competition in the industry, to ensure that their staffs are acquainted with hotel industry dynamics, the desire to change employee attitude towards work and fellow staff, to enhance goal achievement and to ensure production of standardized products.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on factors influencing staff training and development in State Owned Hotels decisions in Western Kenya, the conclusions and recommendations are drawn there to. The chapter is therefore structured into summary of findings, conclusions, recommendations and area for further research.

5.2 Summary

The objective of this study was to establish factors influencing staff training and development decisions in state owned hotels in Western Kenya. The following is a summary of the findings. The State Owned Hotels in western Kenya that include: Tea hotel Kericho, Kisumu hotel, Sunset hotel Kisumu and Golf Hotel was well represented in the data analysis. Majority of the managers (70.9%) are men and females only occupied 29.1% of the position. This is an indication of lack of gender balance in the managerial positions. Most of the managers are aged 36 years and above with most of the Administration managers aged above 45 years. This therefore implies that training and development decisions are made by experienced personnel. The managers are well educated with a majority of them (35.1%) being graduates hence are capable of making informed decisions on training and development. A majority of the managers (76.5%) have worked in the hotel industry for a reasonably long period of time. This indicates their high level of experience and thus the appropriate decisions they make decisions on training and development.
The study found out that external change such as legislations, government policies influence training and development decisions to a great extent with a mean score of 3.53. Changes in technology also influence training and development to a great extent with a mean score of 3.59. Training therefore has to be conducted to enable employees keep a breast with technological changes. The study established that seasonal business demand was considered to a moderate extent (mean; 2.76) by most of the state owned hotels in making training and development decisions.

The study further found out that the high rate of employee turnover influenced training and development to a moderate extent; with a mean of 2.76. This shows that training can have a considerable influence on company finances as there are several potential training costs that hotels may incur. Turnover plays a significant role in the amount of training investment companies will assume. The greater the chance of employee turnover, the less likely a hotel will invest in it. In general, the hotels will weigh the costs and returns to training to determine the amount of investment it will incur.

The need to improve performance and enhance productivity also influences training and development decisions greatly with means of 4.24 and 4.06. Managers take into account these factors while formulating training and development decisions. It further established that the need to match employee specifications with job requirements influenced to a great extent with means of 4.06 and 3.35 respectively.
Human relation is another factor that influences training and development decisions. The study found out that human relation factors such as desire to boost motivation, need to increase self-confidence and self-esteem, need for healthy learning environment and need for greater teamwork had a moderate influence on training and development decisions with a mean score of 3.485.

In addition to that the study also determined that introduction of new approaches and processes to business influenced training and development decisions to a great extent; with a mean score of 4.06.

5.3 Conclusion

The study concludes that the major factors influencing staff training and development decisions in the State-Owned Hotels in western Kenya were the need to enhance productivity and improve performance, introduction of new approaches and processes to business and the need to match employee specifications with the job requirements and stakeholders’ needs. Other factors that influence training and development decisions to a great extent are the need to reduce costs associated with on the job learning among new employees, external changes and changes in technology.

Human relation factors, seasonal business cycles and high rate of employee turnover that makes training a risky investment also have a moderate influence on staff training and development in the four state owned hotels in western Kenya.
5.4 Recommendations

It is recommended that the state owned hotels should incorporate people of all ages in the managerial positions especially involvement of the youth and women. Regarding the Human relation factors that influence staff training and development decisions, Human resources are the key asset in organizational survival and yet most of the State Owned hotels consider the human relation factors to a moderate extent while formulating their training and development decisions. Therefore, greater emphasis on the needs and welfare of the employees should be taken into account by the managers when formulating training and development decisions.

The study further recommends that external changes such as legislations, government policies and stakeholders needs should be given first priority while making training and development decisions. This is because the state owned hotels are governed by the government and therefore the operations of the hotels should be driven by the applicable legislations and government policies. To achieve competitive advantage managers should understand the seasonal business cycles in order to make informed training and development decisions that will ensure employees are well acquainted, equipped and prepared for the seasonal business demands that characterize the hotel industry. High rate of employee turnover may make training a risky investment. Therefore managers may ensure employee retention following training through commitment based strategy that attempts to develop psychological connections between the company and employee as a means of achieving goals.
5.5 Limitations of the Study

There are two limitations that need to be acknowledged and addressed regarding this study. The first limitation has to do with the extent to which the findings can be generalized beyond the case studied. The study was only focused in State Owned Hotels in Western Kenya due to the time factor and distance involved if one were to visit all the State Owned Hotels in Kenya that would have made the cost of the study prohibitive and time consuming. Due to this, only State Owned Hotels in Western Kenya was considered. Secondly, training and development decisions are made in almost all sectors of the economy however the study focused on State Owned hotels, therefore inferences cannot be made conclusively to commercial or private sectors.

5.6 Suggestions for further studies

A comparative study is recommended on factors influencing staff training and development decisions in privately owned hotels, corporations and other regions such as Coastal and Nairobi which operate in highly competitive environment, to ascertain the validity of the research findings. The study also recommends a thorough exploration of the external factors influencing staff training and development decisions. A further study can also be carried out to establish the relationship between employee turnover and staff training and development in other organizations.
REFERENCES


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APPENDIX 1

QUESTIONNAIRE

This questionnaire is intended to collect information on factors influencing staff training and development decisions in state owned hotels in Western Kenya. Please fill in the blank spaces provided or tick (√) where necessary. Information provided will be treated with the necessary confidence.

PART 1: Profile of Respondents

Name of the Hotel _____________________________________________

1. Gender:
   Male □ Female □

2. Age:
   18-25 □ 26-35 □ 36-45 □ >45 □

3. State professional certificate you hold in any aspect of hospitality
   Please specify, _____________________________________________

4. Previous hotel working experience:
   0-2 year □ 2-5 years □ 5-10 years □ >10 years □

5. How long have you been working in this hotel?
   Less than 3 months □ 3-12 months □ More than 1 year □

6. Department: _________________ (e.g. Administration, Food & Beverage, Housekeeping, sales & marketing, security)
PART 2: Factors Influencing Training and Development Decisions

Rate the extent to which the following statements apply to training and development decisions by the management of your organization. The rating is on a scale of 1-5, where 1-represents not at all, 2- to a less extent, 3- to a moderate extent, 4- to a great extent, 5- to a very great extent. Tick in appropriate box against each statement.

<table>
<thead>
<tr>
<th>FACTORS INFLUENCING TRAINING AND DEVELOPMENT DECISIONS</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>External changes such as legislations, government policies and stakeholders needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in technology</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Seasonal business cycles.</td>
<td></td>
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<td></td>
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<tr>
<td>High rate of employee turnover that makes training a risky investment.</td>
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<tr>
<td>Need to match employee specification with job requirements and organizational needs</td>
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<tr>
<td>Changes in job assignment</td>
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<tr>
<td>Need to improve performance</td>
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<td></td>
</tr>
<tr>
<td>Need to enhance productivity</td>
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<tr>
<td>Introduction of new approaches and processes to business.</td>
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<tr>
<td>Need for healthy learning environment among employees.</td>
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<tr>
<td>Need for greater teamwork.</td>
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<td></td>
</tr>
<tr>
<td>Need to increase self-confidence and self-esteem.</td>
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<td></td>
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<tr>
<td>Desire to boost motivation</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>To reduce costs associated with on – the job learning among new</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
In your own opinion, what other factors influence staff training and development decisions in your hotel?

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