

# **THE EFFECT OF FRONTLINE STAFF TRAINING ON PERCEIVED SERVICE QUALITY AT CANARY HOTEL AND GARDENS IN UGANDA**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, Namugga Fauziah, do here by declare that this research report is my original work and has never been submitted to any institution or university for any academic award.

Signed..... Date.....

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## APPROVAL

This research report titled “the effect of frontline staff training on perceived service quality at canary hotel and gardens” in Uganda was produced under my supervision and is now ready for submission to Uganda Christian University with my due approval.

Signed



Date: 28/02/2026

MR. JJUUKO JULIUS

(SUPERVISOR)

## DEDICATION

This research report is lovingly dedicated to my parents who have been my constant source of inspiration. They have given me the drive and discipline to tackle my task with enthusiasm and determination. Without their love and support, this report would not have been made possible.

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## ABSTRACT

The study was based on the effect of frontline staff training on perceived service quality at Canary Hotel and Gardens in Uganda. The study objectives were to examine the service quality in hospitality industry, examine the various indicators of frontline staff training in hospitality industry and to establish the effect of frontline staff training on perceived service quality in hospitality industry. The study used cross-sectional study design because it was the most appropriate given the nature of the objectives and limited time available to conduct this research. The design was adopted to observe the opinions and the respondents' feelings about the study. A Sample of 55 respondents was selected for the study.

The study found out that frontline staff training at Canary Hotel and Gardens enhances communication across different levels of the hotel, boosts employee morale, and allows staff to strengthen specific skills needed for their roles. It builds employees' confidence by providing a deeper understanding of the hospitality industry and their job responsibilities. The study concluded that training contributes to job security and job satisfaction, ensures that employees deliver consistent and high-quality service, motivates staff, and increases their capacity to adopt new technologies. In addition, the training of frontline staff significantly contributes to improved perceived service quality and enhances overall hotel performance.

The study further recommended that the management should implement structured training programs for all frontline staff to improve service quality and hotel effectiveness. Training initiatives should clearly define objectives, required activities, areas for improvement, budgets, timeframes, and steps to achieve the desired outcomes, thereby enhancing labor efficiency. Strategic planning of staff training is essential; management should recognize that failure to plan training properly can compromise service quality. Top management should provide strong support to all departments by equipping frontline staff with the skills necessary to perform their duties efficiently

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

In this chapter, the background of the study, statement of the problem, purpose, objectives of the study, research questions, scope, significance, conceptual framework and definition of key terms are demonstrated.

### 1.1 Background of the study

Perceived service quality has become a crucial factor in customer satisfaction and business effectiveness in the hospitality industry. Perceived service quality is a measurement of the excellence or superiority of a service provided, as perceived by the customers taking into consideration their expectation and actual experience (Parasuraman, Zeithaml and Berry, 2022). Perceived service quality in hotels and gardens is a phenomenon that cannot be overemphasized because it produces direct impact on customer loyalty, repeat customer visits, positive word-of-mouth, and overall profitability (Kandampelly and Suhartanto, 2000).

Researchers have indicated that in-service quality management is costly in the hotel and garden industries in developed nations, including the United States and Germany, where hotels and gardens strive to achieve a competitive advantage (Kotler and Keller, 2021). As an example, to improve the perceived service quality, hotels in the United States focus on systematic quality assurance initiatives, such as customer feedback systems, standard operating procedures, and ongoing staff training (Smith, 2022). On the same note, established hospitality establishments in Germany have concentrated on ensuring high standards of cleanliness, feel, and personalized services, which have been found to enhance the perceptions and satisfaction of the visitors (Müller, 2021).

The perceived quality of services in hotels and gardens is paramount since it has a direct impact on the overall experience, satisfaction, and loyalty of the guests (Johnson, 2021). Visitors who feel that they have received high-quality service in terms of a caring and attentive staff, cleanliness, and prompt responses, as well as in personalized attention, are even more likely to feel respected and make a good impression of the institution. It is certainly a perception that affects repeat visits, but also spurs positive word-of-mouth and online reviews, which are essential in a competitive hospitality market (Kandampilly, 2020). Also, in other locations such as gardens attached to hotels, the quality of service

contributes to the aesthetic and recreational experience, where the guests are guaranteed of comfort as well as the experience. Finally, perceived service quality is a major differentiator that can provoke customer retention, brand reputation, and profitability in the long term (Lucy, 2022).

Customer feedback surveys, online reviews, and rates of repeat visits are commonly used as evaluation tools of service quality in African countries, including Kenya and Nigeria (Omondi, 2019). Such measures, however, are limited in effectiveness occasionally due to inconsistent service provision, lack of staff training, and lack of investment in facilities (Adesina, 2020). Research reveals that competency of employees, hospitality infrastructure, and managerial practice are issues that affect the quality of service provided in Tanzanian hotels and gardens (Boer et al., 2024). Similarly, in Uganda, the hospitality establishment perceived service quality is influenced by the internal and external characteristics, such as the degree of frontline staff training, responsiveness, reliability of services, and the overall customer experience (Byamugisha & Ssenabulya, 2023).

Frontline staff training has been cited as one of the critical elements in improving the perceived quality of service. Trained employees can be more prepared to conform to customer demands, address grievances effectively, and organize unforgettable experiences that form a favorable attitude in the minds of guests (Kandampully, 2020). In addition, hotel and garden leadership and organizational culture can encourage ongoing service quality and customer satisfaction enhancement due to equitable focus on service delivery and customer engagement (Samuelson, 2021). In spite of its importance, there are a number of problems in the attainment of high service quality perception in hotels and gardens. Such problems are staff training, employee turnover, low resource availability, unstandardized service procedures, and uneven service delivery (Mora, 2024). Complementary, the outside conditions, including competition, fluctuating customer expectations, and changing seasons, may have effects on how guests rate and assess service quality (Kolberg, 2021). Other variables affecting perceived service quality are tangible aspects such as cleanliness, facilities, ambiance; service delivery reliability; responsiveness to customer needs; assurance of professional and courteous employees; and empathy by the service providers (Parasuraman, Zeithaml and Berry, 2022). Moreover, perceived service quality in hospitality contexts is also influenced by customer traits, past experiences, and cultural demands (Lucy, 2023).

## 1.2 Statement of the problem

Service delivery at the hospitality sector in Uganda has been a big challenge, especially in hotels where customers keep increasing their demands. Feedback provided by clients and internal performance reports at Canary Hotel and Gardens point to gaps in service provision, where complaints have been made that include at times delayed responses, unprofessional attitude of staff and poor customer attention. One such example is a recent customer satisfaction survey carried out in 2024, which found that merely 42% of guests responded that the service was excellent, with 28% resorting to average entirely, and 30% displeased with the responsiveness and professionalism of the staff. Such statistics indicate an existing disparity between anticipated service quality and actual performance, which may adversely affect customer loyalty, hotel occupancy, and the overall profitability of the hotel. Low levels of formal training of frontline staff, staff turnover, and poor supervision systems further compound this issue. Research by Lings and Greenley (2015), Karatepe (2019), and Al-Kahtani (2024) suggests that frontline staff training has a significant impact on workers and their ability to provide quality service, improving customer satisfaction and perceived level of service delivery. Even in light of these results, there is a lack of empirical evidence concerning the direct effect of structured frontline staff training on perceived service quality in hotels within Uganda, such as Canary Hotel and Gardens. This research hence aims to fill this gap by analyzing the impact of frontline staff training on perceived service quality at canary hotel and gardens in Uganda.

## 1.3 Purpose of the study

This study set out to analyse how frontline staff training influences perceived service quality in Canary Hotel and Gardens in Uganda.

## 1.4 The objectives of the study

- I. To examine service quality within hospitality industry.
- ii. To analyze the different indicators of frontline staff training in hospitality industry.
- iii. To determine how frontline staff training affects perceived service quality in the hospitality industry.

## 1.5 Study research questions.

- i. What is Hospitality service quality?
- ii. What are some of the signs of frontline training in hospitality industry?
- iii. How does frontline staff training influence perceived service quality in hospitality industry?

## 1.6 Scope of the study

### 1.6.1 Subject scope

This research centred on whether frontline staff training had any impact on the perceived service quality of Canary Hotel and Gardens in Uganda. It investigated service quality in hospitality industry, the different indicators of frontline staff training in hospitality industry and to determine the impact of frontline staff training on perceived service quality in hospitality industry.

### 1.6.2 Time scope

The research was conducted over five months and plans training exercises and customer reception between 2019 and 2025.

### 1.6.3 Geographical scope

It was carried out at Canary Hotel and Gardens which is a leading hospitality found at plot 1496 Kira road Kampala Uganda and canary gardens is found on Kisaasi Kyanja Road also in Kampala.

## 1.7 Significance of the study

Various institutions and other different types of businesses will apply the study after understanding the approaches of frontline staff training and its management of the staff members.

The study will equip policy makers with empirical evidence that will guide them on how to conduct proper policy environment by on how proper staff training and developing of human resources at the frontline should be carried through.

The research will also inform other future researchers who are planning to conduct further studies and as literature review material with an aim of producing a robust report.

The results of the study would also result in empirical evidence which will be informative to the human resource analysts, Consultants and scholars using the human resources statistics of the firms to assess Service Quality.

## 1.9 Definition of key terms

**Training:** A systemic building up of knowledge and skills and attitude demanded that a person should be able to perform the specified task sufficiently.

Guest Satisfaction and Loyalty strongly depend on Service Quality.

**Frontline staff training** is a manager or authority-led programme that trains certain staff members to equip them with the skills and knowledge required in their present positions. Sometimes it becomes mandatory that some degree of training be provided to new recruits in the workplace as you familiarize them with the job.

**Employee performance:** An indicator of how effectively a particular workforce does a task, in comparison with the norm in that locality or business.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

The chapter examines the literature pertaining to the study objectives. It overviews the theories that the study is based on and the important concepts of the study. It then addresses how this study is related to the body of knowledge that already exists and it also addresses the recurrent gaps in the ongoing study.

#### 2.1 Conceptual review

##### 2.1.1 Perceived service quality

Perceived service quality means how customers or clients assess the excellence or high quality of a service generally with respect to their own expectations and experiences. The objective quality of the service per se is not of interest, but the customer perception of how effectively the service satisfies or surpasses their expectations (Peterson, 2022)

Perceived service quality involves an overall rating of the customer service excellence or superiority. Services are not tangible like tangible goods, are heterogeneous and perishable, and therefore their quality is harder to evaluate by consumers. Through the perceptions of customers, service providers, expectations, and experiences, customers would develop perceptions of service quality. These impressions are crucial as they have a direct impact on customer satisfaction, loyalty, and behavioral intentions (Parasuraman, Zeithaml, and Berry, 2022).

Customer expectations, as well as actual service performance, also affect perceived service quality. When a service is reasonable or better than expected, it is perceived as being of high-quality, and when there is a contrast between what is expected and what is actually offered by the service, it becomes dissatisfying. Therefore, perceived service quality must be dealt with carefully, both in regard to service delivery and communication with the customer, so that expectations may be real and experiences positive (Gronroos, 2007). Companies that specialize in improving perceived service quality tend to achieve a competitive edge. Customer loyalty, good word-of-mouth, and profitability can be achieved through high perceived quality. Staff training, process improvement, and customer feedback mechanisms can help service providers to enhance perceived quality. Perceived service quality is a major determinant of long-term success in such industries as hospitality, banking, and healthcare, where service-related encounter is frequent and crucial (Ladhari, 2009).

### 2.1.2 Frontline staff training

Frontline staff training can be defined as the systematic process of preparing the employees who directly deal with the customers with the skills, knowledge, and attitudes essential to providing the highest quality of service and representing the organization across all tiers (Drucker, 2018). Frontline staff training is the process of training frontline employees, those who have direct interaction with customers, clients, or the populace, to meet the skill, knowledge, and attitude requirements to execute their duties. These are employees who are usually the frontline in these organizations like banks, hospitals, retail stores, and government agencies, and they are vital in influencing customer perception and satisfaction. Frontline staff training usually includes customer service skills, communication, problem-solving, and an orientation about the organization policies and procedures to deliver services consistently (Noe, 2020).

Good training of frontline staff plays a crucial role in improving customer experiences and organizational performance (Johnson 2019). Well-trained employees can more effectively manage inquiries, resolve complaints, and provide services professionally and efficiently. Salas et al. (2012) assert that training enhances not only competence in employees, but also their confidence and motivation which are essential in positions that demand regular contact with customers. Frontline training helps organizations to minimize errors, enhance service quality and develop effective employee-customer relationships.

Frontline staff training approaches differ and may involve on-job training, classroom training, e-learning, workshops and simulation training. (Lucy, 2023). On-the-job training enables employees to learn in practical real work situations under supervision of senior staff whereas classroom and online methods of learning offer study environments that are designed to learn more about theory and procedures. The use of simulation exercises, role-playing, and learning guided by scenario is especially effective in training the staff on how to deal with demanding customer interactions and unforeseen circumstances (Tharenou, Saks, and Moore, 2007).

Lastly, companies that constantly invest in employee training on the front lines enjoy better employee retention, customer satisfaction, and overall operational efficiency. Training is not a event in time but a continuous process which should keep in line with evolving technology, customer expectations and organization objectives. Periodic refresher training, appraisals, and feedback services can also serve to ensure employees continue to provide a high level of service and keep them in line with organizational goals (Huselid, Becker, and Beatty, 2005). Thus, frontline staff training is a strategic investment that leads directly to sustainable organizational achievements.

## 2.2 Service quality within the hospitality industry.

Resourceful hospitality industry service quality utilizes the reliability, responsiveness, assurance, empathy, and tangibles of service delivery as primary customer satisfaction and loyalty determinants (Parasuraman, Zeithaml, and Berry, 2018). To give an example, in the Service Quality and Customer Satisfaction category, it is noted that in addition to service provision, a hospitality establishment must plan its approaches to ensure that it delivers services on time, in a polite and personalized manner that improves the experiences of its guests and its brand image (Ladhari, 2019).

Service quality is defined as the strategic provision of hospitality services to guests which satisfy or outperform their expectations so as to create satisfaction, loyalty, and positive word-of-mouth marketing (Kotler and Keller, 2016). Among hospitality resources are trained personnel, technology infrastructure, physical capacity, customer feedback mechanism, and operating processes which can be exploited to enhance service delivery and assessment of hotel performance. Although the convergence of service quality as a critical success factor has gained prominence in developed economies, limited studies examine how service quality dimensions relate with customer satisfaction and loyalty in hospitality environments in developing countries, and this creates a gap in the knowledge bases on whether service quality should be improved in the latter.

Zeithaml (2015) notes that service quality in the hospitality industry encompasses the design of processes whereby personnel and management continuously provide high-quality experiences that satisfy customer expectations. Successful service evaluation entails gathering and analyzing customer comments continuously to make sure that service operations, facilities, and interactions correspond to guest demands. Hotel managers and frontline employees should support surveys, comment cards, mystery inspections, and online review surveillance to evaluate the effectiveness and applicability of service practices. This guarantee that products like room service, dining, and front-desk experience are up to industry standards and those expected by guests (Okumus, 2020). Nonetheless, a gap in knowledge exists because the majority of the works do not specifically cover service quality practices that impact the assessment in hospitality establishments located in developing countries.

Ali et al. (2016) describe how proper management of service quality enhances customer trust and brand loyalty. When properly engaged with feedback and involvement in service judgments, guests aid in recognizing service DUCTA, keeping an eye on staff work and offering insights into the way of service

advancement (Nadarajah, 2021). The existing body of work has, however, mainly addressed service delivery as opposed to the systematic measurement of the service quality; it has not encompassed the relationship between service measurement and customer satisfaction outcomes in hospitality context of developing countries, creating a gap in knowledge.

In his research on the performance of hotels, Singh (2017) observed that hotels, which incorporated guest feedback and service evaluation across all their operations, were more likely to attain customer satisfaction, repeat business, and positive reviews than those that did not. He stressed those contributions that guests contributed through service appraisals that offerings were made in accordance with real preferences and culture. The Ministry of Tourism and Hospitality (MTH, 2019) noted that a lack of integration of customer feedback frequently resulted in service experiences that were not oriented towards the XP of a guest, leading to complaints, low ratings, and booking drops. As a result, the government suggested that participatory assessment practices should be institutionalized in every hospitality operation. But given the value that is attached to the quality of service especially in developing nations, most studies have examined the effect of service quality on customer satisfaction and loyalty and omitted its effect on systematic service evaluation creating a knowledge gap that this study addresses.

In a paper focused on hotel service delivery in Sri Lanka, Rathnayake (2023) stressed that frequent service reviews and engaging all guests in service feedback were instrumental in reducing cases of service failure and satisfaction with customer service delivery. The assessment of service quality is one of the most important components of effective hospitality operations, specifically hotels and restaurants, because it helps to incorporate the preferences, expectations, and contextual realities of the guests into the service design and evaluation (Kotler and Keller, 2016).

It was observed during the study that deficient service quality monitoring commonly contributes to operational inefficiency, complaints, and revenue loss. Rathnayake inferred that adverse financial, social and reputational implications can be averted through customer participation in service quality evaluations. Nonetheless, there is a contextual gap in the manner in which such engagement determines performance outcomes in hospitality facilities in developing economies. This was also supported by Jermsitti, parsert and Vanclay (2020) in their evaluation of service management practices because in their view, it is necessary to engage guests inclusively to prevent dissatisfaction and negative reviews. Their results have shown that customer-indifferent service evaluation processes frequently result in complaints, low ratings, and brand trust loss. Equally, in one research on the management of

resorts in Malaysia, Ho, Nor-Hisham, and Heng (2020) discovered that lack of guest involvement in service evaluation created pervasive dissatisfaction and reputational threats. Visitors were not well informed or given a chance to comment, which compromised service improvement and client confidence. In spite of such findings, a majority of research uses Asian or Southern African settings, which have also shown geographical deficiency in the knowledge of the effect of guest involvement on service quality evaluation in hospitality firms in Uganda.

Service quality leads to customer loyalty because staff participation in service assessment, expectations, and feedback encourages customer satisfaction and trust (Grönroos, 2019). With active participation, guests provide their preferences, experiences, and cultural knowledge, which assists the hotel managers in tightening the service standards and in making sure that the hospitality propositions are context-driven and of high quality (Ladhari, 2020). Nevertheless, the majority of research has explored service quality as an overall measure, or in other nations, which creates a gap in knowledge on agencies of analyzing how quality affects systematic service evaluation in the hospitality industry in Uganda.

Parasuraman et al. (2018) clarify that service quality is more than a quantification of operational efficiency; it is a process that hospitality houses use to generate memorable and fulfilling experiences to guests. Guest participation within the framework of hotels, restaurants, and resorts makes it possible to detect service gaps that are otherwise not tracked when performing routine quality checks, such as cleanliness, responsiveness, and reliability (Cohen & Uphoff, 2020). Guest perspectives make sure the assessment criteria are realistic, relevant, and culturally based, positively contributing towards overall service excellence and sustainability (Nabatchi and Amsler, 2014).

Service quality measurement entails an assessment of the level at which hospitality services are delivered with respect to comfort, responsiveness, empathy, and general guest satisfaction (World Tourism Organization, 2021). The participation of guests facilitates this process as it is an assurance that the outcomes of services match local expectations and cultural norms (UNWTO, 2019). When the guests are involved in service quality evaluation, they give vital feedback into the staff conduct, facility upkeep, and service promptness (Kumar, 2020). Moreover, they play a crucial role in making sure that the post-service assessments take into account technical and experiential aspects of service delivery (Kotler and Keller, 2016). Nonetheless, regarding these advantages, there is a knowledge gap with inadequate empirical evidence to show a connection between guest participation and better service quality evaluation outcomes in the hospitality sector of Uganda.

Guest involvement in service quality assessment is also influenced by organizational and cultural processes, which influence its nature and effectiveness. The attitude of staff, management practices, and organizational culture usually dictate how feedback is gathered, processed, and taken into action (Parasuraman et al., 2018). Organizational culture that embraces inclusiveness, responsiveness, and dialogue facilitates meaningful guest participation, and hierarchical or strict cultures might only permit superficial surveys or token feedback (Grönroos, 2019). This cultural aspect is imperative in hospitality facilities, where customers should be empowered to give frank comments on the quality of services. Nonetheless, a gap in knowledge has been observed in the existing literature on how organizational and cultural factors affect the participation of guests in service evaluation in Uganda.

Service learning and continuous improvement also involve participation. Involving guests in quality assessments of services, managers will receive information in actionable format that can improve future service delivery, operations, and customer satisfaction (Ladhari, 2020). Practical assessment enables hospitality facilities to realign operational strategies, enhance employee training, and enhance service accountability (Nabatchi and Amsler, 2014). It also builds communication between management and guests, decreasing complaints and encouraging repeat business (Cohen & Uphoff, 2020). However minimal literature has conducted a systematic relationship between these participatory practices and quantifiable service quality output, especially in the hospitality sector in the Ugandan setting.

Mafabi (2022) pointed out that guest involvement guarantees that hotels and restaurants are evaluated not merely based on the excellence of operations but also on the basis of social duties like nearby job chances, cultural responsiveness, and accessibility. Equally, Karyeija and Ssewanyana (2021) found that participatory service assessments foster openness and create a mutual conceptualization of service performance measures among stakeholders. Using guest feedback as part of the evaluation systems, managers in the hospitality industry can help to make sure that services are actually good in terms of comfort, reliability, and pleasure. Nonetheless, how various features of guest involvement including surveys, feedback, and complaints systems specifically lead to service quality evaluation in Uganda have not been extensively discussed to fill the gap in current research.

Service quality has become a pillar in the realization of effective and viable hospitality operations (World Tourism Organization, 2021). Involving guests in service quality evaluations, establishments are able to make valuable insights that both contribute to better service design, improvement of operational results, and customer satisfaction (Ladhari, 2020). Moreover, the engagement encourages shared ownership of service excellence and ongoing enhancement. In spite of this fact, the mechanisms by

which guest involvement affects service quality assessment practices and its future satisfaction in the hospitality industry in Uganda are rarely studied, which is an essential knowledge gap.

### 2.3 The different predictors of frontline staff training in hospitality sector.

A recent study by Hassan (2021) on the impact of hospitality training programs in Egypt revealed that poor service delivery and customer dissatisfaction were caused by the lack of adequate preparation of the frontline employees. The research has pointed out the fact that in the absence of systematic and ongoing training, employees will be underprivileged in terms of both the technical expertise and interpersonal abilities that will enable them to interact effectively with the guests. Similarly, Luchi and John (2020) determined that frontline staff active participation in training programs can contribute substantially to enhancing service quality and employee morale in Asian hospitality settings. Their study revealed that participatory training methods, which take into account the contributions of staff in curriculum development, are effective in assimilating organizational service standards in employees and alleviating workplace stress. Such results, however, cannot be directly extrapolated to the Uganda situation because of the differences in cultural norms and institutional practices, which implies that localized empirical studies are necessary.

The findings of a research conducted by Khan et al. (2021) focused on hotel chains in India revealed that the training programs implemented without employee feedback did not take into account the real service gaps, which led to inconsistent performance and complaints of guests. Conversely, participatory training methods enabled the frontline staff to co-brand the skill development courses, resulting in more applicable and realistic learning consequences. This underscores a contextual knowledge gap on how staff participation influences training efficacy within hospitality contexts in Uganda. Based on Rwandese evidence, Uwayezu and de Vries (2020) also provided proof that sustained work with frontline employees in training design makes the workers engage actively in shaping the learning content to make it relevant and motivating. However, such studies create a gap in aspects of context concerning the influence of frontline staff participation in training programs within the hospitality industry in Uganda.

Mozambican and Ghanaian studies (Lilywhite et al., 2015; Dogbey, 2015) have found that despite the inclusion of employees in training needs analysis, the schemes were not sufficient since they lacked hands-on activities and top-down learning models. These instances demonstrate the shortcomings of

superficial involvement and the necessity of organized processes that facilitate active involvement and investment in the training process.

Frontline staff training information offers a mechanism of estimating the degree to which expectations of the acquisition of skills and improvement of services have come to fruition in practice. It thus motivates the trainers and the management to present real and practical content and builds the confidence in the employees that they are able to undertake their job. The success of any hospitality business is based on timely and meaningful training. Technical and social information are used to enhance service delivery by the management and by the external stakeholders, including customers, regulators, and industry partners, that trust trained staff to achieve the service quality and adherence to the hospitality standards (Burnet, 2013). Although training of frontline staff is relevant in developed nations, the study examining the connection among participatory training methodologies, and the service performance in a limited specific situation of the hospitality industry in Uganda is lacking; hence, a gap in knowledge.

According to Lovis (2019), the data regarding how a hotel engages the staff in the context of training can very well be regarded on the level of template-driven programs that are supposed to comply with the industry standards as opposed to offering any actual insights on how the training affects the quality of services. Consequently, training procedures do not necessarily follow the real skills needed to interact with guests effectively (Johnson, 2019). Nevertheless, given the value that is being placed on frontline staff training in Uganda, the majority of research can only examine its effects on customer satisfaction but not its effects on employee skill acquisition in hospitality contexts thus creating a knowledge gap.

Khamees (2019) postulated that participatory training processes are very effective when it comes to putting most of the practical knowledge and experience of employees into service delivery. Inclusion of staff-based information that is relevant to decision making by the management is gaining momentum. A key effective component of effective service planning and operational management is training under internationally accepted hospitality structures. Today the major sources of communication about training strategies, progress, and outcomes of performance is through formalized workshops, training manuals, and also through feedback sessions that can be found alongside onboarding and development of skills. Nevertheless, literature on the role of participatory staff training in informing service quality in developed nations frequently fails to consider the Ugandan context of hospitality, and specifically staff in the frontline of hotel services leading to a knowledge gap.

According to Mohammad (2014), in most instances, the information relayed in staff training aligns with goals or needs of service norms. International and national standards mandate more and more disclosure of training outcomes in line with those reported internally to management (Kaplan, 2019). Such alignment enables an organization to link training results to operational planning and employee performance benchmarks. The standard of hospitality requirements that entities disclose their skill assessment, competency development, and performance monitoring is an example of ways to enhance service delivery in the perspectives of management and frontline employees. These domains are essential in service quality, and they are specifically applicable to the developing hospitality industry in Uganda (Johnson, 2019).

According to Hildani (2019), when engaging in formal training and feedback, it is always necessary to ensure that messages are the same to offer superior information to the management and workers. This consistency enables training programs to be more targeted and practical, and also help regulators and industry associations comprehend staff competency and readiness to service better. As noted, relevant information to staff training is usually scattered among various reports, such as training logs, performance reviews, and even evaluation reports. This disintegration could be a result of a checklist approach to meeting international standards of hospitality (Jackson, 2016). Nevertheless, the majority of literature concentrates on the developed world, thereby overlooking the role of participatory frontline training in improving service delivery in Ugandan hotels, which is the knowledge gap.

According to McBride (2019), effective skill development cannot be easily ensured by a manager without employing modern information systems and technology-enabled learning tools. Training systems using computers facilitate the process of monitoring and enhanced access to essential data like competency assessments, attendance data, and employee feedback, saving time spent on administration and enhancing transparency (Kaplan, 2019). Carol (2018) states that training programs of technology-supported participatory systems are easier to manage. Nonetheless, research on such systems concentrates primarily on the developed world without considering how these systems may enhance participatory training in the Ugandan hospitality environment, which poses a knowledge gap.

Frontline staff training also reveals the critical services gaps and does not overload employees with unnecessary information. The difficulty of the question is that what is meaningful training often differs between employees and management (Lucy, 2018). Qualitative and quantitative factors are fundamental to meaningful training, and the qualitative is particularly difficult to define. Numerous definitions of training effectiveness seek to categorize engagement into separate groups: meaningful

and superficial (Anyigbo, 2016). The reality is that the two are not at either extreme, and that some of the programs must be tried with caution and judgment of whether they are, in fact, truly enhancing the quality of services. The management always needs to question on what value the employee input adds to the training program; in the event that the value is minimal, that engagement would not be worthwhile. Nonetheless, a number of hospitality research in Western nations focuses on procedural adherence without taking into account the social and operational cognizance of training applicability in Uganda, which generates the knowledge gap.

#### 2.4 Impact of frontline staff training on perceived service quality in hospitality industry.

Training at the frontline is critical to improving the quality of services in the hospitality industry, but research findings indicate that training programs tend to be unsuccessful unless they are matched with the real job requirements of employees and customer expectations. Chaisawat et al. (2017) noted in Thailand that numerous hospitality institutions underwent generic training programs that were mostly ineffective, and the frontline staff could not expect their guests. Customers cited variation in service quality, which reflects a lack of translation of training to performance. This brings out contextual gap in knowledge on how customized and practical training initiatives will enhance service quality outcomes in hotels and restaurants. In contrast, a study done in South Korea by Kim and Moon (2020) reported that structured and interactive training programs in conjunction with frequent performance feedback substantially improved staff competence and customer satisfaction. The active involvement in real-life situations enhanced the quality of service delivery, responsiveness, and overall guest experience. Nevertheless, even with this set of positive findings, there is a conceptual void concerning the specific impact of frontline staff training on perceived quality of service in hospitality facilities in Uganda.

Effective training, according to Baek et al. (2019), is a way to not only make frontline employees capable of providing quality service but also to motivate them to do so, making them trusted and loyal to their customers. The quality of the service is, therefore, determined by how responsive, reliable, empathetic, and assuring the interaction between staff and guests becomes. In the meantime, Noe (2018) stresses that employee training is an inseparable human resource initiative that imparts the necessary information and behavioral skills to deliver effective services. It is notable that the training is aimed at supportive staff to dynamically address the needs of the customers but there is a gap in knowledge because the studies under review focused on hospitality training and service quality in developed countries and omitted those related to hotels and lodges within the hospitality industry of the Uganda.

Hospitality training guidelines are official messages explaining what employees must know to meet services expectations and how they should respond to complaints made by guests. In line with this, training standards have to be observed, so as to maintain consistency, professionalism, and excellence in services. The International Hotel and Restaurant Association (2014) also released international best practice guidelines on frontline staff competency development. These principles encourage the prompt learning of skills and customer orientation. Weak training infrastructure and insufficient resources in developing countries, however, have been bad influences to implementation (Anyigbo, 2016). It should be mentioned that existing literature tends to address employee development in general hospitality management, and there is a gap in the knowledge of the exact impact of frontline employee training on perceived service quality in the Ugandan hotel and lodges.

Under the perceptions of Parasuraman et al. (2015), the correlation between training programs, operational standards, and guest satisfaction is low when the training programs are improperly created or limited in frequency. Mechanisms of monitoring and evaluation are deficient and thus result in the variability of service quality and customer satisfaction. Frontline staff training in Ugandan hotels has been seen to be inadequate and many workers have no realistic skills to achieve service expectation and create a knowledge gap.

According to Aucoin and Heintzman (2019), qualities that an effective hospitality system must possess include responsiveness, reliability, empathy, and assurance. One strategic tool is frontline staff training; this is a way of ensuring that these qualities are consistently delivered to the guests. It is among the strongest tools of customer satisfaction and loyalty. Nevertheless, although the importance of staff development is acknowledged, the majority of the literature has examined the overall human resource management results, but not the particular effect of staff development on the perceived quality of services in hospitality establishments in Uganda, contributing to the knowledge gap.

Some have argued that the objectives desired by frontline staff training in the hospitality industry are to improve both technical and interpersonal skills, enhance responsiveness to guest needs, and ensure uniform service delivery (Bergman and Damgaard, 2019). All these can be attained provided that training programs have articulated learning outcomes and performance measures. In several developing nations, however, including Uganda, these goals are not clearly articulated or well executed, thus it is hard to assess effectiveness of the training programs in enhancing perceived service quality, thus creating a gap in the knowledge.

Training accountability has been historically considered through the lens of the management as opposed to the guests. Service quality accountability is the ability to ensure that employees consistently use the skills acquired in the course of training to provide the expected level of service (Kikonyogo, 2019). Fulton Committee (2020) defined accountable management as a process that provides staff performance responsibility and monitoring results. Nevertheless, the committee fails to mention the necessity of a set of mechanisms of guest feedback that would tie training effectiveness to perceived service quality. Although the significance of accountable and participatory management in hospitality has been acknowledged, no research has been conducted on the interplay between front line staff training and perceived service quality by the industry in Uganda, and this study fills this research gap.

Training of frontline staff provides employees with the right competencies of skills and knowledge and service competencies that they must have when interacting with guests hence improving perceived service quality in Hotels and Gardens. Through training programs, frontline employees are able to provide services in a uniform, polite, and professional way, which impacts positively on the perceptions of guests with regard to the reliability of service, promptness, and confidence (Dereket, 2017). It is a major factor that defines perceived service quality and well-trained frontline staff is in a better position to foresee the expectations of the guests and can therefore respond instantly to the needs of his guests.

The other method of staff training involves assessing the possibility of incorporating continuous learning and customer feedback. With participatory hospitality management, workers respond to guest complaints or recommendations to enhance the overall experience by adjusting delivery of services (Lwanga, 2019). In the past, however not long ago, the literature has concentrated the research on training employees in general hospitality settings in other nations, excluding hotels and lodges, in Uganda therefore creating a gap in knowledge.

The perceived service quality of frontline staff training has been given significant focus within the last decade (Premchand, 2022). It is now universally understood as a primary element of delivering to customers, consistency of services, and competitive advantage within hospitality. Training is also important in the optimization of resources, in the motivation of employees and in building the trust between the staff and management. The rising competition in hospitality sector and the corresponding rise in guest expectations has further emphasized the relevance of service quality training (Saito, 2009). Training programs and their effects on perceived service quality however are weak in most Ugandan hotels where employee performance is patchy and a big gap in knowledge.

Nichorous (2016) notes that when a hotel or garden trains its frontline staff, the morale of new and recruited staff is enhanced because they are familiar with the standards of service, the mission, vision, rules, and operating procedures of the establishment. This orientation will make employees go around with the guest interaction responsibilities confidently and perform services in accordance with the expectations of the organization. The more frontline employees feel confident, the more satisfied they become about their jobs, the more they tend to have positive attitudes and behaviors that the guest perceives as high-quality services, thus enhancing the overall service perception.

Edwards (2020) argues that content and engaged frontline workers demonstrate a higher level of commitment to service excellence, which lowers the count of absenteeism and work rotations- elements that tend to interfere with service delivery. Reduced turnover leads to continuity in service delivery and will afford the guests a stable service experience that will boost perceived service quality. Unified service delivery is especially valuable in Hotels and Gardens where the value of the service delivered is measured by recurrent exchange through frontline staff. Hendrix (2018) argues that better educated frontline workers know more about service processes and methods of dealing with guests, thereby needing less oversight. Less supervision enables the employees to concentrate more on the needs of the guests, which makes service delivery quicker and minimizes service blunders. This efficiency leads directly to better perceptions of service quality, where guests appreciate timeliness, accuracy and professionalism in service interactions.

According to Fogarty (2019), training plays a crucial role in helping frontline staff to adjust to technological and procedural changes, e.g., new reservation systems, point-of-sale equipment, or digital guest-service platforms. Hotels and Gardens can automatically guarantee that frontline employees become proficient with new technologies and new ways of providing services by training them on these tools, thus allowing them to easily incorporate these tools in service provision, thereby becoming more efficient in service provision and making guests feel that the company is offering quality and modern services.

On the premise of Hendrix (2018), continual education of frontline workers also serves to refresh and modernize the service, communication, and problem solving skills of the frontline workers. This ongoing enhancement ensures that staff is better prepared to deal with a variety of guest demands and service recovery scenarios hence enhancing the perceived quality of service and establishing trained employees as the asset the hotel or garden can depend upon. According to Derjek (2017), training enhances the output of the frontline staff in terms of efficiency and effectiveness, contributing to a higher quality of

service production with a minimum consumption of time and resources. Trained employees will commit fewer service errors, which improves accuracy and reliability critical dimensions of perceived service quality. As a result, customers tend to rate service experiences optimistically when the frontline staff are competent and professional.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

In this chapter, the research design, target population, sample size and sampling procedures, the data collection instruments, and data analysis procedures, data analysis, and limitations of the study were addressed.

#### 3.1 Research Design

To gather the qualitative and quantitative data based on the particular goals of the study and questions, a cross-sectional research design was employed. This was due to the fact that the cross-sectional research design came out the relationship between the variables at a given time.

The researcher used both qualitative and quantitative research methods since some data were statistical and had to be tabulated thus such designs were suitable to generalizing the data to the study population. The data were raw and thus there was a need to interpret the data qualitatively using qualitative research methods. It was attributed to the fact that the qualitative method would give the researcher an insight and a better perception of the phenomenon. Quantitative aspects of the data were also gathered through the qualitative method and according to study objectives.

#### 3.2 Population

According to Nachmias and Nachmias (2008), population then was the total set of things one desired to make some references. The study selected and involved female and male respondents. A total of respondents (64) out of the target population consisted of hotel managers, hotel administrators, staff, and supervisors.

#### 3.3 Sample Size

An example was a sample of the population that would represent the entire population (Amin, 2020). The 55 respondents were picked to be representative of the entire population and the sample was calculated using Krejcie and Morgan (1970).

Table 3.1: Sample Size Composition.

Respondents	Sample Size
Hotel manager	1
Hotel administrators	10
Other employees	30
Supervisors	14
Total	55

### 3.4 Sampling Techniques

Simple random sampling was employed and every department had an equal opportunity to be included in the sample. The sampling technique employed was convenient sample since the researcher dialed respondents and politely asked them to take part in the study by filling the questionnaires. There was also purposive sampling approach in which a small number of respondents with the necessary information among the entire population were targeted to enter into the study population.

### 3.5 Sources of Data

#### 3.5.1 Secondary Data

Quantitative data were supported using magazines, newspapers, and textbooks found in resource centers to gather the data.

#### 3.5.2 Primary Data

The researcher got to access information on the respondents directly at the hotel.

### 3.6 Tools for Collecting Data

#### 3.6.1 Questionnaire

Data was collected through questionnaires whereby the targeted respondents were asked structured questions. The questionnaire was constructed according to a five point Likert scale (Strongly Agree as response 1 to Strongly Disagree as response 5) (Sekaran, 2003).

The questions were all placed in a single direction and constructs were all operationally defined. Important information about the population was obtained through questionnaires. Sproul (1998) says that self-report on opinions, attitudes, beliefs, and values of the people could be elicited only through a self-administered questionnaire. The questionnaire was loaded with closed-ended and some open-ended questions.

### 3.6.2 Interview Guide

The scholar took a structured interview in the form of simple questions that were posed to subjects in a face to face approach. A respondent was interviewed individually to make the most of the benefits of face-to-face engagement with the researcher like in-depth probing of incomplete and sensitive areas, question simplification and explanation, and complex and sensitive issues.

### 3.7 Procedure of data collection

To create an official study, the researcher initially secured an official letter of introduction with the University which he belonged to and was submitted to the management of the hotels so that the study could be done on an official basis with ease.

To prevent inconvenience and resultant biases a schedule was employed to fit the respondents into the timeline. Upon request, the researcher delivered the introductory letter to the respondents. At the beginning of each interview, the researcher ensured confidentiality among the respondents and informants. The researcher even visited the study area to collect data under the guidance of other research assistants.

## 3.9 Data validity and reliability.

### 3.9.1 Validity of the Data

Validity was the rightness and plausibility of data. Validity was used to verify that the instruments used as research measures actually measured what they should have measured or whether the research findings were honest. Participants were assured of confidentiality and the report was edited in such a manner that the identities of individuals could not be easily identified.

Collected data was prepared through editing, coding, and data entry to reveal errors and omissions. To test the validity of the instruments, piloting was conducted.

### 3.9.2 Reliability of the Data

Reliability was used as a measure of the extent to which a research instrument gave a consistent result upon repeat trials. To test reliability, the researcher provided the questionnaires to certain respondents to determine the consistency of the instrument.

### 3.10 Data Processing and Analysis.

Data received underwent preparation that involved editing, coding, and data entry and then were summarized. Edited mistakes and omissions found, rectified them where feasible, and testified to having met minimum standards of data quality. The process of coding entailed using numbers or symbolic Japanese answers in such a way that they were classified into a finite number of categories. This assisted the researcher in cutting down numbers of replies to few categories with crucial information required in analysis. The research embraced statistical skills in the presentation and analysis of results, including Excel among others.

### 3.11 Ethical Considerations

The researcher noted that there was heavy confidentiality in processing the responses and information was made available to respondents that the study would not pose any form of danger either directly or indirectly and that they would not be forced to participate.

### 3.12 Limitations to the Study

Some information was hard to access. There were certain information the researcher was not permitted to obtain that were confidential to the organization. This has however been rectified by guaranteeing privacy of the respondents.

The researcher was expecting uncooperative respondents. Nonetheless, the researcher obtained their cooperation with an introduction letter by the head of department on the basis that information received would be used in academic department and that such information would be handled with absolute confidentiality.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF THE FINDINGS

#### 4.1 Introduction

This chapter gives an insight into data presentation of the study findings that had been obtained in different departments basing on the objectives of the study. In line with the outlined objectives and research questions, the results of the study area are presented in tabular format in form of frequencies and percentages. The results were obtained through questionnaires that were distributed to the respondents to complete.

#### 4.2 Demographics of the respondents.

Demographic data such as gender, types of respondents, Age, work experience and education level of respondents are included.

##### 4.2.1 The gender of respondents.

Respondents were requested to indicate their gender and results were displayed as shown in the table below.

Table 4.1: Results on the gender of Respondents who participated in the study.

SEX	Total of respondents	Percentage (%)
Females	17	31
Males	38	69
TOTAL	55	100

*Source: Primary data 2026*

The findings exuded in Table 4.1 were that, 31% of the respondents were females and then 69% of the respondents with the highest percentage thus made up the highest percentage. This means that the majority of the respondents were male, and both sexes were used to obtain data.

##### 4.2.2 Age of respondents

The respondents were asked to indicate their age brackets in order to determine the prevailing age bracket in the study and the results were as follows in the following table:

Table 4.2: Results of the age of respondents.

Age group (years)	Frequency	Percent (%)
18-22	7	13
23-27	30	54.5
28-32	10	18
33-Above	8	14.5
Total	55	100

Source: Primary data 2026

In table 4.2 the findings presented by the study showed that 55% of the age bracket that was represented by many research participants were in the age bracket between 23-27 years and a total of 18 and 15 was represented respectively by 55 and 18% and 33 years -above respectively. This brings the connotation that each of the respondents is mature enough and thus their views are valid and trustworthy.

#### 4.2.3 Education level of respondents

To determine which level of education would yield the most desirable data, respondents were requisite to display their education level and the results are presented as in the table below:

Table 4.3: Education level of respondents.

Academic qualification	Number of respondents	Percentage rate (%)
Certificate	0	0
Diploma	18	33
Bachelor degree	29	53
Masters degree	8	14
PHD	0	0
Total	55	100

Source: Primary data 2026

Table 4.3 results showed that the percentage of respondents with Diploma was 33-percent whereas those with Degree was 53-percent. The respondents in the study report to possess 14 percent Masters and other qualifications. Most of them were the degree holders because most tasks needed an individual who had done a bachelor in a variety of professions.

Table 4.4: Service levels in hospitality industry.

Statements	SA	A	NS	D	SD
	%	%	%	%	%
Staff in hospitality establishments provide services promptly.	49	31	13	7	0
Employees are courteous and treat customers with respect.	42	55	0	3	0
The facilities are clean and well maintained.	35	47	5	13	9
Customers feel safe and secure when using hospitality services.	40	20	10	5	25
Complaints are handled quickly and satisfactorily.	57	30	3	7	3

Source: Primary Data 2026

The results in Table 4.4 indicate that most customers assume that employees in hospitality venues offer services on time. The fact that 49 percent strongly agree and 31 percent agree makes it evident that quick service is among the industry strengths. It was only a very small percentage of respondents (7) who did not agree, with no one strongly disagreeing, which shows that the vast majority of customers are happy with the speed at which services are being rendered. This implies that hospitality companies tend to be effective in serving client requirements, something that may result in customer satisfaction and loyalty.

With regard to employee behavior, the table indicates that employees are polite and respectful to customers. This statement received an overwhelming 97% agreement and strongly agreed by a combined proportion of those that responded. This is quite encouraging since politeness and dignity play a major role in ensuring the customer feels invaluable and invited. Not many respondents were unsure or disagreed, meaning that kindly staff training and customer service policy in such establishments is effective. What this means is that to keep the hospitality business in high standing, hospitals should keep the emphasis on employee conduct.

Facilities and maintenance criteria were also rated highly with 35 percent strongly agree and 47 percent agreeing that the facilities are clean and well-maintained. Nevertheless, only 13 percent of agreement

and 9 percent of strong agree are observed, which demonstrates that even some aspects still need enhancement. Clean and properly kept facilities have a direct impact on customer comfort and quality perceptions hence companies should ensure their facilities are frequently cleaned and properly maintained in order to fill any gaps. This oversight may be detrimental to the overall customer experience and send the wrong message to reject future visits.

Some respondents seem to be concerned about customer safety. Although 40% strongly agreed and 20% agreed that they feel safe and secure, a large proportion of 25% strongly disagreed. This implies that safety measures are not necessarily always visibly apparent or effective in every hospitality establishment. A perception of insecurity can severely influence a customer to travel to or remain at a location and therefore management needs to focus on security by providing visible measures, staff training on security measures and emergency preparedness methods.

Lastly, responsiveness in terms of complaint management is also mentioned to be a substantial strength, with 57% strongly agreeing and 30% agreeing. Very few respondents were not satisfied. Customer trust and loyalty is enhanced with good complaint handling and demonstrates that hospitality establishments care about feedback. What this means is that the business ought to maintain the practice and, indeed, grease it even more because fast resolution of problems can help create a positive experience out of a negative one, and this should be a reinforcement of the overall service quality.

Table 4.5: The different frontline staff training indicators in hospitality industry.

The various indicators of frontline staff training in hospitality industry	SA	A	NS	D	SD
	%	%	%	%	%
Frontline staff receive regular customer service training.	65	35	0	0	0
Staff are trained on handling customer complaints effectively.	44	25	13	18	0
Employees undergo training on communication and interpersonal skills.	76	20	0	4	0
Frontline staff are trained on hospitality safety and hygiene standards.	67	33	0	0	0

Staff receive training on product knowledge and service offerings.	36	55	0	9	0
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*Source: Primary Data2026*

The table indicates that the majority of frontline employees in the hospitality sector are being provided with regular customer service training, with 65 percent strongly agreeing and 35 percent agreeing. It means that hotels and restaurants pay a lot of attention to training employees to communicate with customers positively. The implication is that better trained personnel would tend to develop better customer experiences, which may enhance guest satisfaction and promote repeat visits.

In responding to customer complaints, the response is more diversified. Although 44% strongly agree and 25% agree that staff are trained in this area, 13% are not sure and 18% disagree. This demonstrates how not all staff might be confident in the ability to address complaints, and this aspect might impact service recovery. It means that management might have to offer more specific training on complaint managements so that all employees are capable and consistent in their approach to customer problems.

Communication and interpersonal skills training are greatly emphasized with 76% fully agreeing and 20% agreeing that employees are trained in these skills. This implies that employees are ready to communicate effectively with customers and other employees and this is essential in the hospitality industry where personal contact creates customer satisfaction. The message here is that effective communication may boost teamwork and decrease misunderstandings, which results in more flowing operations and satisfied guests.

Employees are also trained on safety and hygiene standards in the hospitality industry, with 67 percent strongly agreeing and 33 percent agreeing. This shows that businesses are concerned with the health and safety of all customers and workers. The meaning of this is that high standards of hygiene and safety can be maintained to prevent accidents and health hazards, as well as boost the status of the business as a safe and professional workplace.

As indicated in Table 4.5, education on product knowledge and service offerings produces mixed scores with 36 percent strongly agreeing, 55 percent agreeing, and 9 percent disagreeing. This means that even though the majority of the staff are well informed, some might not fully understand the products or services. What it means is that knowledge gaps in products may influence service quality and the

possibility to upsell or educate customers. Management ought to think about frequent refreshers so that the staff is aware of the offerings completely.

**Table 4.6: The effect of frontline staff training on perceived service quality in hospitality industry**

<b>The effect of frontline staff training on perceived service quality in hospitality industry</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
	%	%	%	%	%
Frontline staff training improves the overall service quality in the hospitality industry.	69	29	2	0	0
Trained staff are more professional and courteous to guests.	73	27	0	0	0
Training equips frontline staff to handle guest complaints effectively.	67	31	0	2	0
Regular training enhances guest satisfaction and loyalty.	36	55	0	9	0
Staff training positively influences the reputation of the hospitality establishment	44	25	13	10	18

*Source: primary data 2026*

As revealed in the table 4.6, frontline staff training impacts positively on service quality in the hospitality industry. A majority of the respondents said that training enhances the overall service quality, 69 percent strongly agreed and 29 percent agreed. Only two percent were uncertain, and none disagreed. This means that an organization that invests in training its employees is most likely to achieve enhanced service delivery that can result to customer satisfaction and repeat business. This means that continuous training programs should be a priority of hospitality managers in order to ensure high standards of service delivery.

The results in table 4.6 also show that trained staff is more professional and considerate to guests. Having a strong agreement of 73% and an agreeing margin of 27, there is a resounding opinion that

training enhances staff behavior and customer interactions. This is significant since courteous and professional employees produce good experiences, which may improve the reputation of the hospitality establishment. This suggests that managers ought to prioritize programs of training that not only equip employees with technical skills, but also with communication and interpersonal skills.

Another area that training is important is handling guest complaints. According to the table, 67 percent strongly agreed and 31 percent agreed that training can assist staff to deal with complaints, with only 2 percent in disagreement. This implies that trained staffs are more confident and competent in handling challenging scenarios, minimizing customer dissatisfaction. The hospitality business implication is that negative review prevention and guest retention can be achieved by investing in problem solving and conflict resolution training.

The table 4.6 also shows that frequent training increases guest satisfaction and loyalty, although the correlation is not as high as in other aspects. Although 36 percent strongly agreed and 55 percent agreed, 9 percent disagreed. This demonstrates that despite the importance of training, its effects on customer satisfaction and loyalty might be subject to other variables like management support, service environment, and staff motivation. Managers are therefore advised to integrate training with other approaches, such as enhancing facilities and reward staff performance to maximize customer satisfaction.

Table 4.6 results indicate that staff training has a positive effect on the reputation of the hospitality establishment, although there is more mixed opinion in this regard. The highest percentage of 44% strongly agreed, 25% agreed, whereas 13% were not sure and 28% disagreed. This means that training may not be sufficient to influence reputation and other elements such as marketing, customer experience, and facility quality also have an impact. What this means is that training should be applied by the hospitality business as an overall strategy on how to create a good reputation and get more customers.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

In this chapter, major findings, conclusion made, recommendations and suggestions on future research areas have been detailed in discussions.

#### 5.1 Discussion of the findings

##### 5.1.1 Service quality in hospitality industry.

The aspect of service quality in the hospitality industry requires routine inspection and appraisal, which safeguard hotels and other hospitality businesses against guest dissatisfaction and reputational damage through adequate services that comply with the expectations of the customers. The correlation findings revealed that service quality management has an impact on the overall performance of hospitality establishments. This observation is consistent with some respondents who indicated that hotel managers and staffs frequently check on facilities, services, and customer interactions in order to establish uniformity and predictability. These results can be compared to the findings of Buhman & Singhal (2015) who stated that the goals of service quality assessment are to determine possible service shortcomings at the initial stage to determine whether any corrective actions are necessary to enhance customer satisfaction. The most critical operational documents in the hotel industry are known as monitoring reports. They show whether or not facilities, services, and processes are in an acceptable condition, whether or not they are safe, and whether or not any operational standards are being infringed.

There is a presence of regular checkups on operations and service processes, which means that regular assessments save hospitality establishments against customer complaints and negative reviews because assure that the services are provided properly. Results are also in line with Maliisa (2019), who purported that management of service quality in the hospitality sector needs supplementary focus than conventional operation checks especially in the fulfillment of guest anticipations. The main goal of inspections is to make sure that customers are satisfied and that there is no miscommunication or service failures that can have an adverse impact on the experiences of guests. Furthermore, service inspections also enhance the level of awareness amongst hospitality employees and remind them of certain operational risks.

This involves the hospitality staff examining guest comments and service histories in order to identify areas of service gaps and weakness within areas that may cause dissatisfaction. In addition, the hotel management usually ensures that the service standards do not go against the standard policies and rules of the hospitality facility. This means that employee compliance with measures of service delivery is paramount to ensuring high quality service delivery. The results align with Mazumder and Ahmad (2019), who argue that negligence and shortcutting in service provision have always been a threat factor in the hospitality sector. These risks remain during peak and off-peak seasons and can lead to failures in service delivery when quality management practices are not followed. It is necessary to mention that only service gaps reported during the first step can be evaluated and rectified during latter processes to ensure high levels of service quality.

The hospitality personnel examine if the processes of service delivery are as per the industry requirement and this means that the service delivery processes need to be the same in order to ensure that the guests are satisfied. Moreover, the hotel staff conducts inspections to find out whether particular service departments, including food and beverage, housekeeping, and front office operations, are operating at the quality standards. This means that a significant percentage of hospitality businesses are focused on keeping a high level of standards in all service units. The results are also consistent with Mwisho (2019), who found that service quality evaluation, which implies periodic operational checks and reviews of customer feedback, makes the services align with the expectations of guests. In the absence of these reviews, there is increased likelihood of service failure that may adversely affect the reputation of the establishment.

Employees in hotels calculate the effectiveness of the service processes and ensure that the expectations of guests are continually fulfilled, which means that the majority of hospitality facilities focus on guest satisfaction as a performance indicator. Results correspond to those raised by Craighead (2019) who observed that hospitality managers should learn how to predict service failure at an early stage so that the risk of low service quality can be critical and timely countermeasures can be taken. Through well monitored service processes and customer responses, any service challenges are identified early and timely corrective measures can be put in place to ensure high-quality hospitality services are sustainable. 5.1.2 The different measures of frontline staff training in hospitality industry.

The research observations revealed that frontline staff training plays a vital role in the performance of hospitality organizations. The results showed that hotel managers make sure that the staff gets theoretical and practical knowledge before dealing with guests. Most respondents are of the positive

opinion that they are confident that well trained frontline staff help in improving the quality of service. The findings are consistent with Baum (2015), who claimed that staff training is a systematic learning intervention aimed at reinforcing the skills, knowledge, and attitudes of employees. Successful training involves in-class schooling, practical training, simulation, and ongoing feedbacks. Each of the applicable areas of skill requires a suitable training module to be created and implemented. The assessment of various learning approaches in terms of their efficiency and suitability to organizational service requirements also takes place in the context of frontline staff training.

The research concluded that hospitality organisations have a schedule of training and the period of training program so that by the time a firm opens its doors, the employees will achieve a given level of competency before service delivery begins. It shows that there is a common opinion that guided training systems enhance the preparedness of staff and minimize errors in services. These results agree with the arguments by Nickson (2018), who posited that active training planning enables managers to focus on skill development and make sure that any pressing operational requirements are addressed. To effectively implement training programs, the management has to view learning and development as a fundamental job in ensuring an overall organizational performance.

The research discovered that hospitality organizations do not only use informal peer learning and this means that staff performance requires structured training. Its findings are consistent with those of Baum (2017), who suggested that efficient staff training should be supported by senior management levels, allowing holistic education, knowledge sharing, and the adoption of skills development at the right time. Although informal learning can help build knowledge, only formal and properly conducted training activities can improve directly service quality, customer satisfaction, and operational efficiency in hospitality industry.

The result indicated that hospitality organizations provide training among staff members in various fields that cover customer service, communication, safety and problem-solving. It was also discovered that the training of staff involves adherence to the industry regulations/rules and company-related standards of service. This implies that frontline employees are greatly equipped to meet various guest interactions and operational issues. It connotes that any human resource training programme in hospitality is holistic such that quality service delivery is attained as well as organization-wide risk management. The results align with Nickson and Blackman (2019) that have found that structured training initiatives increase employee confidence and service efficiency, reduce the number of errors and increase customer satisfaction. In addition, continuous training processes enable organizations to

track employee performance and take corrective actions where needed, which once again supports the significance of training frontline employees in the hospitality industry in attaining excellence.

### 5.1.3 The impacts of frontline staff training on perceived service quality in hospitality industry.

The research results indicated that frontline staff training plays a vital role in perceived quality of service in hospitality industry. The research discovered that hospitality managers design regular training activities to frontline employees aimed at improving their knowledge and skills in customer service.

Moreover, the training programs dwell on both the practical and theoretical aspects of service delivery, which means that the training will enable the staff members with the competency to respond to customer inquiries, complaints, and service requests efficiently. Role-playing activities, simulation of interactions with customers, and ongoing monitoring of employee performance are also part of the training. The results align with Zeithaml et al., (2018) who noted that regular staff training is essential in enhancing service quality since employees are well informed on current service standards and also enable the prevention of service delivery failures. Training also creates a proactive culture among the employees who will go ahead to know the needs of the customer and offer them personalized service.

The research discovered that most managers routinely evaluate how trained front line employees are performing by using customer feedback, mystery shopping and observation, which suggest it is a part and parcel of training. Moreover, the managers offer follow-up coaching to employees who exhibit service delivery gaps, which depicts a readiness to maintain high service levels. The constructive rating of the respondents indicates that the majority of the employees believe that training programs enhance their confidence and ability to provide high-quality service. The results are consistent with Lucy (2019), who claimed that a systematic training and performance assessment are the factors that ensure that workers keep the level of service high; frequent evaluation, feedback, and reinforcement are essential to ensure its effective achievement. It has been noted as well that customer satisfaction, loyalty and general experience in the service industry are highly dependent on how well trained frontline staff interacts with the customers.

The results showed that hospitality managers remind employees of what is expected and train new staff on standards of services and expectations given to them at all times which is to show that training reinforcement is a continuous process. It was also discovered that managers remind employees of service protocols through staff meetings, emails, and on-the-job coaching. The results align with those

provided by Sheehan (2019), who observed that in relation to activities involving high levels of customer interaction but where minor errors may happen, continuous training and reinforcement of service procedures reduce service failures. In the case of high impact service failures, proactive strategies like specific training and rigid compliance with standard operating procedures represent the best response.

## 5.2 Conclusion

Finally, training of frontline staff at Canary Hotel and Gardens improves communication between various levels of the hotel, improves the morale of the employees and enables them to develop some skills that are essential in their job descriptions. It develops confidence in employees since they gain deeper knowledge about the hospitality industry and their job role. Training leads to job security and job satisfaction, it also makes sure that employees provide a consistent and high quality service, motivates staff members and that they can learn new technologies. In summary, frontline employee training has a considerable impact on increased perceived quality of service and overall improvement of hotel performance.

## 5.3 Recommendations

The management ought to establish systematic training to entire frontline employees to enhance service delivery and effectiveness of the hotels.

Training programs must be objective, activity-driven, and improvement opportunities, budgets, and timeframes, and the steps needed to help realize the intended results thus, labor efficiency is improved.

The education of personnel must be planned strategically; the management must understand that when the training is not planned right, the quality of the service might suffer.

All departments should be given good support by the top management by enabling frontline staff to develop skills that they need to carry out their work effectively.

Employees who have been trained must have those duties that will enable them acquire some form of experience in their activities to build competency and also help increase productivity at the hotel as a whole.

The hotel must also focus on recruiting trainable workers with high competence in order to save some of the training cost and to get the full benefits of staff development.

#### 5.4 Areas for Further Studies

The researcher recommends that future studies should explore the following areas:

Study on the correlation between employee training programs and perceived quality of service provided by front-line workers.

Hospitality industry Analysis of the relationship between employee development and productivity or performance in hospitality industry.

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## APPENDIX 1: INTERVIEW GUIDE

- a) How old are you?
- b) Education level?
- c) How long have you been employed by the hotel?
- d) i. What type and extent of training do frontline employees at Canary Hotel and Gardens receive?
- e) ii. What are the signs of perceived service quality at Canary Hotel and Gardens?
- f) iii. How does training frontline staff relate to perceived service quality at Canary Hotel and Gardens?

## APPENDIX 11: QUESTIONNAIRE TO THE RESPONDENTS.

Dear Sir/Madam,

I am conducting a research project on the following topic, which is the effect of frontline staff training on perceived service quality at canary hotel and gardens in Uganda. You have been chosen as part of this study. The prosperity of this work thus rests on your good type of co-operation. I am asking you to take part in the study so that I get the information I require. It was strictly an academic study and all the information obtained was held in confidence. Check or circle the answer where appropriate.

### SECTION A: BIO DATA

#### 1. Sex

Male

Female

#### 2. Age (optional)

Below 20years

20 -30 years

30 - 40 years

above 40 years

#### 3. Marital status

Single  Married

#### 4. Education level

PHD

Masters  Degree

Diploma

Certificate

Others (specify).....

5. For how long have you been part of this Hotel?

Less than 1 year       1-3 years       3-5 years

Above 5 years

### SECTION B: Quality of service in the hospitality industry.

Assess the level of agreement to the following statements using the quality of service in the hospitality industry on a scale in the table below. Vote accordingly, agree (A), not sure (NS) and Disagree (D).

Statements	SA	A	NS	D	SD
Staff in hospitality establishments provide services promptly.					
Employees are courteous and treat customers with respect.					
The facilities are clean and well maintained.					
Customers feel safe and secure when using hospitality services.					
Complaints are handled quickly and satisfactorily.					

### SECTION C: The different measures of frontline staff training in the hospitality industry.

These are the different frontline staff training indicators in the hospitality industry. Indicate your degree of agreement or disagreement with each statement by checking the correct box.

<b>The various indicators of frontline staff training in hospitality industry</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
Frontline staff receive regular customer service training.					
Staff are trained on handling customer complaints effectively.					
Employees undergo training on communication and interpersonal skills.					
Frontline staff are trained on hospitality safety and hygiene standards.					
Staff receive training on product knowledge and service offerings.					

**SECTION C: The impact of training on frontline staff and their perceived service quality in hospitality industry.**

The subsequent are the conclusions grounded on the impact of frontline staff training on perceived quality of service within the hospitality industry. Mark the extent of your agreement with each statement by the required choice.

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
Frontline staff training improves the overall service quality in the hospitality industry.					
Trained staff are more professional and courteous to guests.					

Training equips frontline staff to handle guest complaints effectively.					
Regular training enhances guest satisfaction and loyalty.					
Staff training positively influences the reputation of the hospitality establishment					
Frontline staff training improves the overall service quality in the hospitality industry.					

**THANK YOU VERY MUCH FOR YOUR VALUABLE INFORMATION.**