

**THE IMPACT OF STAFF TRAINING ON CUSTOMER SATISFACTION IN
MAINTAINING QUALITY AND CONSISTENCY IN FOOD AND BEVERAGE
SERVICE :A CASE STUDY SELECTED HOTELS IN KAMPALA AND MUKONO**

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DECLARATION

I Swabale Leilah hereby declare that this is my original work, is not plagiarized and has not been submitted to any other institution for any award.

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Approval

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ABSTRACT

This dissertation examines the impact of staff training on customer satisfaction in terms of the quality and consistency of food and beverage service. The study has been set against the backgrounds of selected hotels in Kampala, Uganda. Nowadays, the hospitality industry increasingly realizes that attentive standards of service are an indispensable differential element of its business undertaking, and this research will explore quantitatively how such specific training can affect customer perceptions and their levels of gratification.

This qualitative-quantitative research, based on the case study approach, determines the effectiveness of training programs. It further ascertains, through survey and interview, hotel employees and guests to analyze changes in training programs affecting the services provided and the overall customer experience. Metrics include not just the quality of the service but consistency also, with implications for customer satisfaction.

The results clearly indicate that thorough training of the staff is positively correlated with an increase in customer satisfaction. Indeed, the hotels that had systematic training programs showed a better quality of service and consistency, thus leading to a higher degree of satisfaction among guests. This study emphasizes the importance of continuous development of staff for maintaining high standards within the highly competitive food and beverage industry.

The knowledge base this research adds to hospitality management studies is garnished with actionable recommendations that might be implemented by hotel management teams. This paper identifies the importance of continuous training among staff in the course of helping hotels in Kampala and settings with similar conditions raise the service provision bar in order to increase customer satisfaction.

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CHAPTER ONE

GENERAL INTRODUCTION

1.0 General Introduction

Quality and consistency are considered two of the most paramount success factors within the lively field of food and beverage service. In light of this, the current study seeks to discuss how both staff training and the use of SOPs might influence the maintenance of these elements.

1.1 Background to the Study

The interest in the food and beverage industry within the context of staff training and use of SOP has developed remarkably due to a strong link with customer satisfaction, as observed by Smith, 2019. With the evolution of consumer expectations, establishments have to embrace change through investment in human resources and operational frameworks. Competitive landscape: the food and beverage verticals are very competitive; there are loads of players after consumer attention and loyalty in a highly saturated market. Differentiation by way of superior service becomes crucial for businesses to stand out and prosper. Staff training and SoPs play a major role in ensuring that businesses can match and surpass such rising customer expectations.

Operational complexity: Operations related to food and beverages are inherently complicated; hence, they are composed of many interlinked processes and interactions. Processes starting from food preparation and presentation to customer interaction depend on many variables. Effective training of the staff and the set of SOPs are the basic building blocks for smooth operations, consistency in performance, and quality assurance. Industry Trends and Innovations: Food and

Beverage is an ever-evolving industry, aligning with the dynamic consumer preferences, emerging trends, and technological advances. While doing so, it becomes mandatory for any business to follow a very well-framed path of continuous adaptation and innovation to remain relevant in this field. This involves constant investment in training, updating SOPs, and inculcating best practices into the business to keep up with the ever-shifting customer expectations. The Impact of Staff Training and SOPs on Customer Satisfaction for Food and Beverage Service: Quality and Consistency The process of staff training and SOPs is a major method of maintaining quality and consistency in food and beverage service. Such an approach, however, greatly helps reach higher levels of customer satisfaction and successful business in the competitive market environment.

1.2 Problem Statement

Studies by Priyo et al. (2019) and Elvira & Shpetim (2016) identify assurance, tangibility, and empathy as determinants toward efficient customer satisfaction. These are quite fundamental when assessing the quality of services rendered to customers in any hotel setting. Apart from that, it has come to light that the consumers properly appraise the services offered to them based on promptness, accuracy in transactions, and their security aspects. Research conducted by Hashem & Ali into the interrelationship of service quality and customer contentment has majorly revealed the importance of the five service quality dimensions. Therefore, the study, reveals that customer satisfaction is only achieved when there is an unfailing delivery of excellent services. The study by Al-Karim's & Chowdhury in the year 2014 add that customer satisfaction depends on the quality of service delivery. Zameer et al. study in the year 2015 focused on the five dimensions of service quality at the telecommunication industries. From the

survey, it emerged that the five-dimensional aspects played a significant role in customer satisfaction. In addition, the study showed how reliability is instrumental in ensuring customer satisfaction compared to the tangibility dimension. In this regard, Esther & Bambale, 2016 examined the relationship that exists between service delivery and library users' satisfaction in a university setting.

Here, it emerged that the quality of service contributed 73.9% to ensure satisfaction amongst library users. The study also pointed out the reliability dimension as important toward user satisfaction in comparison to the less important empathy dimension. Despite these earlier studies that outlined the fundamental relationship between customer satisfaction and service quality, no study has tried to assess the aspect of service quality and drawing its close correlation with customer satisfaction. A few studies have tried to establish how customer satisfaction relates to service quality based on the service quality dimensions. Further, only a few studies have tried to establish how customer satisfaction correlates to service quality based on the five-dimensional factors. Even despite these few studies using the service quality dimensions to establish the relationship, none has implemented the utilization of all the variables outlined in the SERVQUAL model. A Critical Review of Articles in the Domain of Business and Economics Discussing Issues Related to Customer Satisfaction Reveals that 2235 Works Have Been Undertaken between 1992-2011 Farooq & Salam, 2018.

Of these, 1088 Explain Issues Relating to Customer Satisfaction and Service Quality. Then again, 315 Articles Explain the Basic Relationship between Customer Satisfaction And Quality Of Services Offered. Moreover, 32 articles were based on service quality dimensions in order to define the relationship between customer satisfaction and quality of service Farooq & Salam, 2018. Out of 2235 studies, only 6 studies were based on using the SERVQUAL model in order to explain how

customer satisfaction correlates with service quality. By these statistics, it is crystal clear that significant amount of research has to be carried out in order to define the fact that customer satisfaction relies only upon the quality-of-service provision. Besides, not enough research has been done to establish the one-to-one relationship that exists between service quality and customers' satisfaction. More studies should be conducted to elaborate on the dimensional aspect of service quality and how it affects service quality and customer satisfaction. Previous studies have outlined the positive correlation that lies between service quality and customer satisfaction. However, none of these studies has tested how each service quality dimension directly affects customer satisfaction. In this perspective, there is a dire need for study and defining the direct relationship that exists between each service quality dimension and customer satisfaction. In addition, previous studies have only outlined how service quality relates to dimensional aspects in a general perspective. None has clearly outlined how each dimensional aspect relates to service quality. Therefore, a dire need to establish how each service quality dimension affects the quality of services rendered.

1.3 Purpose of the Study

The study aims to establish the effect of service quality on customer satisfaction in hotel industries.

A precursor of the study is to ascertain whether there is a direct relationship between the service rendered and what the customer perceives. The objective of the study is to establish how a rise or drop in service quality positively affects or negatively impacts customer reviews. This study will apply the five-dimensional models as the basis for showing how customer satisfaction relates to the services rendered. Based on the SERVQUAL model, this research wants to find out how the five dimensions of service quality determine the nature of customer satisfaction.

The research also wants to determine if customer satisfaction would rely exclusively on service quality or in any other factors that control it. The study also identifies how dimensions in empathy, reliability, tangibles, responsiveness, and assurance affect customer satisfaction in the hotel industry. The objective shall be to ascertain the nature of the effect of each dimension on customers' satisfaction. The impacts shall be identified either as low, moderate, or high. 1.4 Aims of the study

1. To establish if or not the staff training programs are effective in the food and beverage industry.
2. Assess how the adopted standard operating procedures are implemented and followed out in the different establishments.
3. Determine what relationship occurs between the competence of the staff and customer satisfaction levels
4. Determine how consistent delivery of service impacts customer loyalty and customer retention.
5. Determine areas through which staff training and SOPs could be modified to improve overall quality of service.

1.5 Research Questions

1. How effective is staff training in realizing quality and consistent service delivery?
2. How much does the food and beverage establishments follow standard operating procedures?
3. How is competency related to customer satisfaction?

4. How does consistent service delivery affect customer loyalty?
5. Improvement areas in staff training and implementation of SOP

1.6 Significance of the Study

The research project would also be of paramount importance to the managers of the service quality in the hotel industry.

It will be a basis of information that will describe the implication of having good services and also its effect on client fulfilment. This factor enables hotels raise their market dominance. The study will be useful to the marketing managers of organisations for the understanding of the implications of hotels providing quality services and how they play an essential role in growing customer satisfaction. The information will be useful to marketing managers in helping them improve their services with the aim of improving the image and sales of a hotel. They have to be aware that they are the most important tools in a hotel; they are the ones who decide whether the service being offered is high class or not. This study will enable them to understand the significance of themselves in hotels and how to relate with their customers in order to ensure high customer satisfaction.

1.7 Justification of the Study

The study deals only with the factors affecting customers' satisfaction in the hotel industry based on the overall quality of service rendered.

It doesn't relate directly to any other industries aside from the hotel industry. This aspect can also be a limitation for people looking to use this research as a foundation in carrying out an analysis of service quality in other business sectors such as the manufacturing and processing industries. In considering the relationship between these aspects, we have taken into consideration only the

direct relation that exists between two aspects. As a result of this, the indirect relationship that exists between these issues has not been given much priority or explanation in this thesis. 1.8 Scope of the Study 1. Time Scope: Materials to be consulted will be limited to those collected from within the last five years in order to ensure relevance and accuracy.

2. Content Scope: The research will study the relationship between staff training and SOP implementation concerning customers' satisfaction about the food and beverage service.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

It reviews literature fundamental to the effect of staff training and standard operation procedures on customers' satisfaction in maintaining quality and consistency within the food and beverage service industry. The review synthesizes theoretical frameworks, empirical studies, and practical insights in a bid to explain the relationships between these factors and their implications for business success.

Food and beverage service by nature is highly dynamic and customer-oriented, and thus its service quality directly has an effect on the satisfaction and loyalty of consumers. It is in this perspective that in today's highly competitive market environment, where businesses seek to individualize themselves through consistent superior experiences, studies relating to staff training and standard operating procedures have gained much significance.

2.1.1 Service Quality Theory

Service Quality Theory by Parasuraman, Zeithaml, and Berry (1988) is the basis on which service quality in the food and beverage service industry, among others, is evaluated. In the SERVQUAL model, five critical dimensions of service quality are believed to exist, each differing in its contribution to the overall customer satisfaction of customers. These five dimensions of service quality are tangibles, reliability, responsiveness, assurance, and empathy. These dimensions understood

and effectively managed through staff training and SOPs will go a long way toward better service delivery and customer satisfaction.

Tangibles. These are the physical evidences of the existence of the service environment: facility and equipment appearance, personnel appearance, and the appearance of the communication materials. For the food and beverage industry, these are represented by dining area cleanliness, food presentation, and professional appearance of staff. Proper staff training programs ensures that through employees, cleanliness and presentation standards meet the expectations set forth by SOPs. Attention to details in the tangibles creates a good impression upon first contact and makes dining more pleasant for customers.

Reliability. Reliability refers to the ability to perform the promised service dependably and accurately. In the context of food and beverage operators, it means serving reliably superior food and giving good service as advertised. Training programs for employees should be concerned with the aspects of accuracy in taking orders, preparation of food, and serving on time. SOPs established standardized procedures that would allow employees to be consistent with their work and customers would receive the same service and level of quality every time they visited them. Reliability builds trust; customers would keep coming back for the very fact that they would know they could count on their favorite establishment every time their expectations kicked in .

Responsiveness. Responsiveness is to cater to the needs of customers and to serve them in the shortest time possible. In such a fast-moving industry like food and beverages, responsiveness is everything when it comes to customer satisfaction. Training is needed to instill observant, proactive, and agile responses among the staff to customers' needs. SOPs could indicate how various frequent requests from

and complaints by customers are addressed promptly. It is about building a culture for providing responsive services that will minimize queues, address problems, and enhance dining experiences for increasing customer satisfaction.

Assurance. Assurance is the knowledge and courtesy of the staff and the ability to convey trust and confidence. In an industry dealing with food and beverages, competence would develop assurance among customers in the form of staff's abilities, politeness in customers handling, discretion when trying to answer a customer's question, etc. Training programs should cover product knowledge, service etiquette, and communication skills. SOPs ensure that employees understand the guideline for service protocols and the standards of quality for every service delivered with confidence and professionalism. Assurance: This makes them have a sense of security and build trust in them, thus making them satisfied and loyal.

Empathy. Empathy means caring about the feelings of customers and giving them special attention. The food and beverage industry manifests or expresses this through personalizing services, taking note of customers' preferences, and granting special requests made by customers. The basis of staff training programs should be the importance of customer care and interpersonal relationships. In the SOPs, there can be elaborate procedures on how personalized service is extended, among other specific requirements of the clients. Through empathetic handling, the establishments can have a competitive edge in providing a warm and friendly atmosphere in which the customers will feel needed and appreciated, thus enhancing their satisfaction scale to the maximum.

Incorporation of SERVQUAL Dimensions

What the SERVQUAL model emphasizes is that high service quality has to be achieved by effectively balancing these five dimensions. In this regard, effective staff training and adherence to prescribed SOPs will ensure the integration of all these dimensions holistically as far as a food and beverage operation is concerned. Training programs provide employees with the necessary competencies and knowledge to excel in each of these dimensions, while SOPs ensure consistency in maintaining these standards in all operations.

By focusing on tangibles, reliability, responsiveness, assurance, and empathy, it is possible to create a service environment in which expectations are consistently met and exceeded. They are consistently applied through rigorous training of staff, coupled with well-defined SOPs, contributing towards enhanced service quality, customer satisfaction, and business success in the competitive food and beverage industry.

2.1.2 Organizational Behavior Theories

The theories of organizational behavior show exactly how staff training will affect the attitude, behaviour, and performance of employees in order to impact upon the overall quality of service and customer satisfaction within the food and beverage sector. In this regard, the two primary theories are Expectancy Theory and Social Learning Theory.

Expectancy Theory

Expectancy Theory-This was proposed by Victor Vroom in 1964, which states that individuals are motivated to perform well because they may get a certain outcome as a result of their efforts. This is based on three main components:

Expectancy: This is a belief that one's effort will result in an effective level of performance. In staff training, therefore, personnel should have a belief that training will lead them to perform well within their job specifications. The rationale hence is that effective programs of training should demonstrate adequately the connection between the skills taught and the job performance expected.

Instrumentality: This is the belief that if performance attained is indeed going to lead to some sort of outcome or reward. Workers must be confident that improved performances will, as a matter of fact, be noticed and suitably rewarded. For instance, promotion, bonus, or other incentives. Management should ensure there is an available observable attainable reward around when training is successfully applied.

Valence shows the value that employees attach to rewards or outcomes. Different kinds of rewards are preferred by different employees, and it's crucial that management understand just what motivates their staff. It could be more money, recognition, professional growth opportunities, or job security.

These elements, if combined in training programs within the food and beverage sector, will go a long way in motivating employees. Workers are most likely to be motivated in service delivery when they see clear relations from effort in training to job improvement and rewards they value.

Social Learning Theory

Social Learning Theory, introduced by Albert Bandura in 1977, states the importance of observational learning, imitation, and modeling at workplaces. This theory depicts that people learn new behaviors through observations of others-

especially role models-and go on to imitate those behaviors. There are four key processes involved in social learning:

Attention: This involves the use of attention; that is, one needs to attend to the behaviors that are modeled. In terms of staff training, training sessions should be highly engaging and the trainers must model clearly the behaviors one wants.

Retention: This pertains to remembering the behaviors viewed. The training programs should offer ways to reinforce learning, like practice sessions, feedback provided, and review opportunities that will help the employees commit the information to memory.

Reproduction: The ability to reproduce the observed behaviors. Indeed, the employees need to be provided with an opportunity to practice the skills learned in an environment that is non-threatening and where constructive feedback can be provided.

Motivation: The willingness to replicate the behavior. Indeed, this is affected by the perceived rewards or consequences of the behavior. In fact, motivation can be heightened by ensuring positive reinforcement and recognizing employees for desired behaviors.

This would therefore mean that in the food and beverage industry, this method of learning is very applicable. Most of the time, employees learn by examples from well-experienced colleagues or trainers who show, for instance, the preparation of certain foods, serving customers, and dealing with customer complaints. Creating a culture of continuous learning and avenues where employees can learn by observing and putting into practice will ensure sustained quality service delivery.

Integration of Organizational Behavior Theories

Both Expectancy Theory and Social Learning Theory stress the critical role of training in the development of employee behavior to guarantee that service delivery will occur consistently. Properly designed training programs can link effort effectively to performance and rewards through concepts of observational learning and modeling.

Food and beverage organizations can apply these theories in order to enhance motivation, performance, and quality of service from the employees. These theories are reassurance that supportive learning is an opportune environment where the employees can be nurtured and rewarded in their effort to improve and excel.

Practical Application in Food and Beverage Industry

On the practical level, food and beverage organizations shall have to:

Develop fully developed training programs involving everything that has to do with service delivery, right from technical skills down to soft skills.

The training should be interactive and involve opportunities where employees will observe and then practice the new behaviors.

Allow clear and achievable rewards for successful improvements in performance, and make regular recognition and celebration of employee success common.

Make a continuous learning culture where employees are supported and motivated to enhance their skills and improve their performances.

This will, through appropriate training programs based on the tenants of Expectancy Theory and Social Learning Theory, enable the food and beverage

establishment to create a skilled, motivated, and consistent workforce that can achieve service excellence, leading to customer satisfaction and customer loyalty.

2.1.3 Process Management and Operational Excellence

Theories of process management and operational excellence comprise the basis for standardization of processes while minimizing errors: Total Quality Management (TQM) and Six Sigma. In this regard, these theories underscore one important fact: continuous improvement, consistency, and quality are essential in maintaining the best standards of practice in the food and beverage service industry.

Total Quality Management-TQM

Total Quality Management can be described as a holistic approach for achieving continuous improvement in processes, products, and services by the members of the organization in order to achieve effectiveness and customer satisfaction. In the middle of the 20th century, W. Edwards Deming first introduced TQM, which is focused on the following core principles:

Customer Focus: TQM focuses on meeting and surpassing the expectations of customers. That is why, at every food and beverage outlet, high-quality products and services are accorded all the time to the customers to make sure that they are always satisfied. The SOPs are designed in a manner that ensures all aspects of service delivery-from food preparations down to customer interaction-meet the expectations of the customers.

Continuous Improvement: TQM encourages a culture of continuous improvement. Continuous improvement entails assessment and improvement on processes routinely so that efficiency and effectiveness can be optimized. In the setting of

food and beverage service, this would mean ongoing revision in the SOPs according to feedback, performance data, and the latest best practices in the industry with a view to maintaining relevance and effectiveness.

TQM highly emphasizes the involvement of employees in improvement initiatives at all levels. On the other hand, training programs are essential in providing the necessary skills and knowledge to identify and apply improvements. Empowerment results in ownership of work by employees themselves and helps influence process enhancements to create a culture of quality and accountability.

Process Approach: TQM looks at organizations as part of a set of interlinked processes. Understanding and optimizing these processes is the key to improved performance. SOPs standardize the process so that variations within processes do not lead to errors. Clearly defining each step in a sequence delineates the role of an employee in each step, thus making operations more efficient and reliable.

Integrated System: TQM supports the idea of a 'holistic' system wherein various components within the organization work in harmony towards a common objective. With regard to the food and beverage industry, such integration means that SOPs are coordinated among different departments and functions to ensure coordination and consistency in service delivery.

Six Sigma: Six Sigma is a data-driven approach to process improvement that focuses on reducing variability and defects. It was first developed at Motorola in the 1980s, and it utilizes statistical methods to search for and eliminate the causes of defects in processes as a means of improving quality. The methodology is based on two major processes: DMAIC and DMADV.

DMAIC (Define, Measure, Analyze, Improve, Control):

Define: Identify the problem or opportunity for improvement; establish goals and define customer requirements.

Measure: Gather data from current processes to develop baselines and pinpoint areas to improve.

Analyze: Utilize statistical tools to analyze the data, identify the root causes of defects or inefficiencies, and develop solutions.

Improve: Implement the solutions and optimize the processes to attain the desired improvements.

Control: Establish controls to maintain the improvement and make sure that performance is steady over time.

DMADV (Define, Measure, Analyze, Design, Verify):

Define: Identify the design goals that are consistent with customer needs and the business objectives. Measure: Collect data about customer needs and specifications. Analyze: Analyze collected data to come up with design alternatives. Design: Detailed designs and process optimization to achieve specifications. Verify: Validate that the design meets the customer needs and business objectives through testing. 2.1.4 Standard Operating Procedures (SOPs)

The need to standardize service processes, maintain consistency in operations, and minimize errors calls for the establishment of Standard Operating Procedures, or SOPs for short. Rooted in process management and operational excellence theory, an SOP provides detailed, clear instructions in a list format that employees follow to allow businesses to host quality standards in service delivery consistently.

Importance of SOPs

Standardization: The SOPs ensure that all staff perform their duties in the same manner, therefore providing consistent service. Standardization is an essential need for the food and beverage industry, as consistency in quality and services provided is of prime importance to satisfying customers. By giving detailed guidelines on every task-from preparing food to serving the customer-SOPs tend to ensure that every customer enjoys the same experience.

Consistency refers to the reason why customers come back repeatedly to companies: consistency in delivery. This is because SOPs reduce variability in the performance of tasks and, therefore, ensure that services are consistently delivered irrespective of who does them. It is very important in chain restaurants and in franchises where customers expect to receive the same service across different locations.

Minimizing the Chances of Errors: With step-by-step guidelines and information, the work order minimizes the chances of errors in service delivery. This is very important in the food and beverage industry, in which one mistake can result in customers being dissatisfied and even have health problems, thus financially harming the organization. SOPs detail the best practices required to perform each duty, hence reducing chances of mistakes and making sure employees do the right job.

Training and Development: SOPs are good training documents for newly recruited employees. They outline the training program details; hence, new recruits will know the procedures they ought to follow and the standards they should maintain. Besides, SOPs can also be used in ongoing training and development to keep employees up-to-date with state-of-the-art and new procedures.

Compliance and Safety: It is very important to note that SOPs are also vital in compliance with industry regulations concerning safety. In the food and beverage industry, for instance, health and safety become indispensable in preventing food-borne illness to customers and employees alike. It provides guidelines in maintaining cleanliness, handling foods safely, and following requirements by regulations.

Development and Implementation of SOPs

Identification of Key Processes: The very first step in SOP development is the identification of the key processes. These are all the aspects of service delivery, right from preparation and presentation of food to customer service and receiving payments. Prioritizing all these processes will ensure that for a business, all the major tasks are covered under SOPs.

Engage Employees: Employee involvement in the development of SOPs actually helps to make them effective. After all, they regularly perform the task in question. They can therefore contribute through their suggestions of best practices and what could be problematic. This is because the employees will need to follow these policies, and therefore engagement in their development helps come up with standard operating procedures that are practical and realistic as well as followed.

Training of the Employees: Effective implementation of SOPs involves an appropriate training plan. First, employees should be informed about the importance of SOPs and how to follow them. Second, training should involve hands-on practice, demonstration, and assessment; this will ensure one evaluates the ability of employees in implementing procedures.

Monitoring and Review: SOPs shall be continuously subjected to monitoring for review regarding effectiveness. This shall include a review of the level of compliance, seeking feedback from employees, and identification of areas for improvement. Regular review helps in maintaining relevance of SOPs to the current best industry practices and changing regulatory requirements.

Continuous Improvement: SOPs must be part of a philosophy of continuous improvement. Businesses should be responsive to feedback and willing to update their SOPs with new information, superior technologies, and changing customer expectations. Continuous improvement is necessary to allow the SOP to remain effective and viable as a basis to ensure operational excellence over time.

Benefits of SOPs in Food and Beverage Industry

Improved Customer Satisfaction: By ensuring that the service delivery is consistent and quality, SOPs lead to higher customer satisfaction. Quite logically, customers will be satisfied when they have a prediction of an excellent experience whenever they come to the service.

Improved Efficiency: The establishment of SOPs brings along with it efficiency in the processes. It quickens service, shortens the waiting time for customers, and improves resource management. Additionally, efficient processes reduce costs and improve profitability.

Risk Management: SOPs help to manage the risk of not being in conformance with health and safety legislation. This can minimize the risk of food-related illness, accidents, and subsequent legal problems for both customers and the business.

Employee Accountability: Because SOPs clearly outline responsibilities and expectations among employees, one may more easily hold employees accountable on the basis of performance. This accountability may then drive higher standards of work and a more disciplined workforce.

Competitive Advantage: Well-implemented SOP allows businesses that consistently deliver a high level of service to have differentiation in the fiercely competitive food and beverage market. It assures more customers and builds long-term loyalty with a reputation for reliability and quality.

Quality and consistency, at the same time as safety, depend on SOPs within the food and beverage industry. Standardization of processes with SOPs clearly steers employees through processes in such a way as to minimize errors in the delivery of a high-quality experience for each customer. Effective SOP development and implementation, each supported by process management and operational excellence theories, are of high importance regarding customer satisfaction, operational efficiency, and business success.

2.2 Empirical Studies

2.2.1 Effectiveness of the Staff Training Programs

The effectiveness of the staff training programs has been mentioned in various contexts to have a positive relationship to service quality and customer satisfaction. For instance, Tsaur and Lin, 2004 concluded from their study that well-trained staff members are more competent and confident and have the capacity to provide high-quality service. Another study by Karatepe, Yavas, and Babakus, 2005 revealed that employee training had significantly impacted job satisfaction, that in turn, translates into a higher level of customer satisfaction.

These studies suggest that comprehensive and continuous investment in training is extremely essential to achieve consistency in service quality.

2.2.2 Implementation and Adherence to SOPs

Research shows that the implementation and adherence to standard operating procedures are significant in maintaining consistency in service delivery. A study by Harrington and Ottenbacher, 2011 revealed that an organization that operates with well-documented SOPs will realize fewer service mistakes and increased operation effectiveness. Also, SOPs outline procedures for measuring and improving service quality according to the study conducted by Chen and Tsou, 2012. From the studies above, there is a need for organizations to develop and implement their specific SOP and ensure that they follow to achieve a standard high level of service.

2.2.3 Relationship Between Staff Competence And Customer Satisfaction

The competence of the staff is directly related to customer satisfaction. According to the studies of Wang, Chen, and Chen (2012), customer impressions about the quality of the service are significantly influenced by the competence of the employees. Competent staff can deal more effectively with customer inquiries, address problems, and provide personalized services. In this direction, Nasution and Mavondo (2008) have also proved that competent employees increase customer loyalty and retention. These works have stressed the role of competency of the staff, an outcome of comprehensive training programs and SOPs.

2.2.4 Impact of Consistent Service Delivery on Customer Loyalty

Consistency in service delivery is one of the major factors that determine customer loyalty. Zeithaml, Berry, and Parasuraman (1996) deduced from their work that consistent service quality engenders trust and loyalty among customers. Again, Kumar, Pozza, and Ganesh (2013) deduced that consistent service delivery has a positive effect on customer retention and repeat patronage. These findings underline, therefore, that businesses have to make consistency a core concern in their service delivery processes if they are to cultivate customer loyalty.

2.2.5 Directions for Improvement in Staff Training and Implementation of SOPs

Improvements in training by the staff and implementation of SOPs will contribute toward the upliftment of service quality. In support, Kuo, Chang, Chen, and Hsu (2012) have located some general problems in staff training: insufficient resources for training, a lack of continuous training, and an absence of evaluation mechanisms. In a related vein, Kim and Ok (2010) underscored the need for updates and constant revisions to the SOPs in order to align these with industry best practices and the constantly evolving expectations by consumers of services. These studies bring to the fore areas that the businesses could check for improvements to allow optimum performance.

Literature Summary

From the literature review, a very important influence of staff training and SOP on customer satisfaction concerning quality and consistency of service provision within the food and beverage service setting is identified. The theoretical framework that would be useful in the in-depth understanding of the mechanisms

through which staff training and SOPs influence service delivery includes SERVQUAL, organizational behavior, SOP, and quality management. Empirical studies further support investing in comprehensive training programs, adhering to the use of SOPs, and continuous improvement of service processes. With such insights, the companies can take advantage in the offering of superior service quality, customer satisfaction, and competitiveness within the food and beverage industries.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter indicates how data for the study will be collected, analyzed and interpreted in order to answer the research questions or test the research hypotheses, thereby meeting the purpose of this study. This chapter therefore comprises of research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control, data collection procedures, data analysis, measurement of variables, and ethical considerations.

3.2 Research Design

The nature of the research design for the study will be correlation. A correlational research design, according to Sekaran (2003), helps the researcher establish a relationship between the variables that are studied. Since the aim of the study would be to check the correlations in order to arrive at predictive relationships, this type of research design was selected as most appropriate. Because the data collection will involve descriptive data and numerical numbers, this study will entail a quantitative and qualitative research dimension. This study will bring together qualitative and quantitative methods for the purpose of sampling, data collection, quality assurance, and analysis. While the quantitative design involves requesting respondents to fill in closed-ended questions in an interview and a questionnaire, the qualitative design shall involve asking the respondents open-ended questions throughout the data collection phase.

3.3 Study Scope

The research was carried out in Hotel Africana, Colline hotel and Rider hotel Mukono

3.4 Population

These include employees, staff, and customers who give information about the customers' behavior and the way the hotel is developing in general. The targeted were the hotel staff and the management within the Hotel.

3.5 Sample Size

The sample size in this study was made up of selected members from the population among the employees in the Hotel. In this regard, a total of 95 respondents were to be selected to participate in the study from a population of 120. This sample size will be based on Morgan and Krecjie's(1975) table for determining the sample size of a given population.

Table 1 Sample size

Category	Sample	Percentage (%)
Top management	12	12.63%
Employees	60	63.16%
Customer's	23	24.21%
Total	95	100

3.6 Sampling procedure

I used a simple random sampling method in selecting the respondents whereby every individual had an equal chance of being selected irrespective of whether male or female. Through this process, the random selection of respondents, the identified respondents were selected in relation to their availability and willingness to participate in the study.

3.7 Data collection methods and instruments

3.7.1 Interview

I used interviews during research, and this involved asking directly face to face the respondent and direct answers were given to the interviewer. Interview schedules were also used especially when I need more information from respondents from hotel if they are suspected to have more additional information relevant for the study.

3.7.2 Questionnaires

This method was conducted using self-administered questionnaires with both open-ended questions and the closed-ended questions. The interviews I used questionnaires in an open-ended form to seek information from the hotel guests and staff of the various departments. Using the open-ended form, I asked questions relating to the study objectives thus allowing the respondents to give as much information as possible. In close ended form. I used questionnaire to get all responses from the respondents. The determination and guidance to the respondents by the research questions avoided irrelevant information from the

respondents. This method was good especially when the respondents who tend to be busy doing their work and have little time to attend to external duty.

3.7.3 Observations

Here I was very sensitive in asking questions that seemed to annoy the respondents especially when the information asked is at observation. In the study, I used naked eyes in observing services, facilities and products of an area,

3.7.4 Documentary

In this method of data collection, I consulted other related literature in books, brochures, journals, newspapers with some articles of Hotel and customer care. Documentary methods of data collection were used, and thus the researcher was able to collect a large amount of data previously collected by others and not published. Through this method, the information that has not been analyzed was analyzed, published, and presented to schools, institutes, colleges, and universities about the different service provisions to tourism in different locations.

3.7.5 Editing

This, hereby at the study, I made sure all information was complete without omission, inconsistency, and inaccuracy. I have to check the responses to avoid ambiguity and vagueness, making sure they are meaningful to the purpose of coding. I have also gone back to check on questionnaires from the beginning through to the end to ensure that all questions relate to the expected response. Manual methods were bound to be necessary for example correcting such errors that were found.

3.8 Data processing and analysis

During data processing I collected information about the study objectives and visited the library to read in different books while writing the information into text form. Quantitative and qualitative research design was used to analyze data. Finally the data was encoded and edited for easy interpretation.

3.8.1 Data analysis

Data analysis is generally used to show how significant the data collected is data that was analyzed using different tables. I thus used qualitative methods summarizing the responses from the key information into tables, percentages, and others. This was done manually because of varying responses whereas editing refers to the process of correcting errors from the respondents that was collected. The editing was done through checking in the questionnaires, which eliminates errors and detects omissions to all the questionnaires the research focused on information in the frequency tables to analyze and interpret the data.

3.9 Ethical consideration

Guidelines and practices regarding protection of the rights of the research participants will be strictly observed. Efforts will be made to ensure that physical or psychological harm does not occur to the participants. Consequent upon this, the researcher shall make sure that the autonomy of all those participating in the research is ensured. This includes, among other things, the right of the participant to deny information consent to the researcher, withdraw from the study at any time, and preference of anonymity in any publication that would arise out of the research. The research did no harm to the respondents or any other individual or groups of individual. Serious consideration was put to all potential risks involved in the study. The advice of inexpert was sought when any risk was identified.

Research was conducted under the following guide lines that is, voluntary and informed consent of the participants. The participants were provided with full nontechnical and clear explanations of the tasks to be expected of them to enable informed decisions to be made by them. The participants were assured of the parameters of confidentiality of the information they supplied. The findings of the study reported due attention to the rights of respondents.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter analyzes data from the case study on the impact that the training of staff has on customer satisfaction and maintenance of quality and consistency in food and beverage service within Africana Hotel, Colline Hotel, and Ridar Hotel. Below are analyses for data collected through surveying, interviewing, and my observational method to establish the impact of staff training on customer satisfaction and maintenance of quality and consistency in food and beverage service?

4.2 Respondents' Demographic Profile

Age Distribution: The age of the people interviewed was ranging between 18-67 years because they fall in the active group of people which makes good use of the hotels.

Later, I came to know that during the day these hotels are usually occupied by grown-up people between the age of 35-67 years probably because they rest or have meals, but in the night these premises are mainly filled by the youth between 18-34 years due to parties and many other functions organized in these places.

Gender Distribution: From my findings, more male respondents were encountered during research as compared to female ones. This has been attributed to the fact that most women are housewives and thus may not normally go for luxurious activities and hangouts.

I therefore had to encounter more male respondents as compared to their female counterparts.

Position in organization: In research, it came to my attention that each hotel has its own organizational structure; generally, though, the structure moves from CEO, general manager, line managers, department managers, lower hotel attendants, and lastly support staff. More elaboration can be seen on the organization tree as shown below:

Level of experience: This is in two categories.

The length of time the various employees of the hotels have worked in these hotels

The experience that a person needs to gain the various positions within the organizational chart

They are summarized in the two tables below:

4.3 Level of staff training in case study hotels

Training Programs: From our findings, each hotel has a series of staff training ranging from the management ,support staff, technical staff, chefs and many others. The table below shows the different hotels with their different training programs:

Frequency of Training: The trainings in all the hotels are carried out bi-annually except for some special cases where there is need for urgent training of new staff and chefs.

Employee perception of training : Data in the table below reflects how employees of three hotels reacted to these trainings on a general basis. I interviewed 10

employees per hotel, and they were supposed to grade their feelings towards the trainings on a scale of 1-5 with an increase in satisfaction in the same order.

3.6 Sampling procedure

I adopted a simple random sampling method in selecting the respondents. This means each and every individual had an equal opportunity to be selected, whether male or female. In this process, the respondents were randomly selected, and these respondents were identified based on their willingness and availability to participate in the study.

3.7 Data collection methods and instruments

3.7.1 Interview

I used interviews during research and this involved asking directly face to face the respondent and direct answers were given to the interviewer. Interview schedules were also used especially when I need more information from respondents from hotel if they are suspected to have more additional information relevant for the study.

3.7.2 Questionnaires

This method was conducted using self-administered questionnaires with both open-ended questions and the closed-ended questions. I used the questionnaires in open-ended form to seek information from hotel guests and staff of the different departments of the hotel. In an open-ended form, I asked questions relating to the study objectives to allow the respondent to give as much information as possible. In close ended form. I used questionnaire to get all responses from the respondents. Respondents were determined and guided to relevant questions to

avoid irrelevant information from respondents. This method was good especially when the respondents who tend to be busy doing their work and have little time to attend to external duty.

3.7.3 Observations

Here I was very sensitive in asking questions that seemed to annoy the respondents especially when the information asked is being observed. In this study I used naked eyes to observe the services, facilities and products of the area.

3.7.4 Documentary

Under this method of data collection, I consulted other related literature in books, brochures, journals, newspapers with some articles of Hotel and customer care. By using documentary methods of data collection, thus the researcher was able to collect a huge amount of data previously collected by others and were not published. Through this method, the information that has not been analyzed was analyzed, published, and presented to schools, institutes, colleges, and universities about the different service provisions to tourism in different locations.

3.7.5 Editing

Data is complete without omission, inconsistency, and inaccuracy in this study. I check the responses to avoid ambiguity and vagueness so that they are meaningful for coding purposes. I checked the questionnaires thoroughly from beginning to the end, where all questions relate to the expected response. Manual techniques necessary, for example, were to rectify the discovered errors.

3.8 Data analysis and processing

The data processing, I was able to gather information on the objectives of the study by visiting the library to read through different books, and writing the information in a text form. The quantitative and qualitative research design were used to analyze data. Lastly, data was coded and edited for easy interpretation.

3.8.1 Data analysis

Data analysis is generally used to show how important the collected data is; thus, the data analyzed used different tables. I thus employed qualitative methods summarizing the responses from key information into tables, percentages, and others manually since some of the responses were different. Editing refers to the process of correcting errors from the respondents that were collected. The Editing was carried out by checking in the questionnaires to eliminate errors and detect omissions for all the questionnaires. The research focused on the information in the frequency tables to analyze and interpret the data.

3.9 Ethical consideration

Guidelines and practices regarding the protection of the rights of the research participants will be strictly observed. Thus, every effort will be made to ensure that physical or psychological harm does not come to the participants. Hence, the researcher will respect the autonomy of all those participating in the research. This would include, but is not limited to, the right of the participant to refuse information consent to the researcher, withdraw from the study at any time, and preference for anonymity on any publication that may arise from the research. The research did no harm to the participants or any other persons or group of persons. Serious considerations were given to all possible risks involved in the study. When

any risk was identified, the advice of inexpert was sought. The research was conducted under the following guide lines, that is, voluntary and informed consent of the participants. The participants received full, non-technical and clear explanations of the tasks expected of them so as to make informed decisions. The participants were assured of the parameters of the confidentiality of the information they supplied. The results of the research were presented, with much attention given to the rights of the researched participants.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the analysis of data collected from the case study conducted on how staff training has impacted customer satisfaction and the maintenance of quality and consistency in food and beverage service at Africana Hotel, Colline Hotel, and Ridar Hotel. The data collected through surveying, interviews, and my observational method are analyzed below to present how staff training impacts customer satisfaction and service quality.

4.2 Respondents' Demographic Profile

Age: The age brackets of the people interviewed were between 18-67 years because they are the active group of people that make good use of the hotels.

Through all these observations, I came to realize that during the day time, these hotels are normally occupied by grown-up people between ages 35-67 years because they are probably resting or having meals unlike at night time when these premises are predominantly occupied by the youth between 18-34 years due to parties and many other functions organized in these places.

Gender distribution: From my research, I got more male respondents during the research as compared to female ones. This was attributed to the fact that most women are housewives and do not normally go for luxurious activities and hangouts.

I therefore encountered more male respondents as compared to their female counterparts.

Position within organization: Through research, I came to know that each hotel has an organizational chart; though generally, the chart begins from the top with the CEO, followed by the General Manager, Line Managers, Department Managers, Lower Hotel Attendants, and finally the Support Staff. Further elaboration can be viewed on the Organization Tree as shown below:

Level of Experience: It can be classified into two classes.

Firstly, it is the time various workers of the hotels have spent in these hotels

Secondly it is the experience that is needed to acquire various positions in the organization structure.

They are summarized in the two tables below:

4.3 Level of staff training in case study hotels

Training Programs: From our findings, each hotel has a series of staff training ranging from the management, support staff, technical staff, chefs, and many others. The table below shows the different hotels with their different training programs:

Frequency of Training: The trainings in all the hotels are carried out bi-annually except for some special cases where there is need for urgent training of new staff and chefs.

Employee Perception of Training: Data presented in the table below shows how employees of the three hotels reacted to these trainings on a general basis. I interviewed 10 employees per hotel and they had to rate their feelings towards the trainings on a scale of 1-5 with increasing satisfaction in the same order:

HOTEL	EMPLOYEES									
	1	2	3	4	5	6	7	8	9	10
COLLINE	3	4	2	3	4	4	5	4	5	5
AFRICANA	2	3	4	3	3	2	5	5	3	5
RIDAR	3	5	4	3	5	5	2	3	4	4

4.4 Customer Satisfaction Levels

Customer Feedback: Information on customer satisfaction levels is gathered when customers reviewed a hotel and responded to my surveys. These surveys were checking the customer satisfaction levels after using the three hotels. The results of the survey are as shown in the table below.

This is because there has been enough consistency and preservation of quality by all the three hotels. This is evidenced by the lesser complaints among customers and workers in answering the questionnaires. The biggest prayer was to have these hotels distributed all around the country to ease accessibility.

Comparative Analysis: Compared to previous years when staff are not regularly trained, service delivery in the three hotels has greatly improved.

4.5 Impact of Staff Training on Customer Satisfaction

Correlation Analysis: From data collected from these hotels, the table below shows variations in the number of customers per week before the training of staff and after the training of the staff. It goes without saying that the training of hotel staff directly correlates with the increase in the number of customers associated with improved service delivery.

HOTEL	Before training of staff			After training of staff		
	2018	2019	2020	2021	2022	2023
AFRICANA HOTEL	210	224	231	510	645	900
COLLINE HOTEL	200	229	234	520	612	907
RIDAR HOTEL	200	206	227	499	600	870

4.6 Challenges and Observations

Challenges during Training:

Time Constraints: Employees are busy, and searching for time for extended training is sometimes quite challenging. The employees must strike a balance between their daily duties and the training, which at times may be Herculean.

Diverse Learning Styles: People learn in different ways; some through hands-on experiences and others through lectures or other visual means. Training courses unadjusted to take these diversities into consideration may face a nonresponsive learning environment.

High Employee Turnover: The hospitality industry is characterized by high employee turnover. This might therefore lead to inconsistency in training programs since the employees are continuously being replaced with new ones hence meaning more resources used in training.

Cultural and Language Barriers: Employees come from different cultural backgrounds and speak different languages, translation could mean not all the training given is understood by every trainee.

Resistant to Change: Some staff could be very resistant to new procedures or technologies. The resistance in itself and getting buy-in might turn out to be a huge challenge.

Lack of Practical Application: Training that is too theoretical or unrelated to realistic situations cannot serve to equip the staff with what they actually face on the job.

This would also include inadequate resources such as a lack of proper training materials, equipment that is outdated, or an inability to access the required toolset to carry out the job.

Consistency and Standardization: It is difficult sometimes for even larger hotels or hotel chains to ensure consistency in level and quality of training across the board for all staff.

Assessment and Feedback: Without assessment material to gauge learner understanding or avenues for feedback, it is sure that such training programs fail to touch individual learning gaps.

Motivation and Engagement: The motivation and engagement of the staff during the whole training process are very much considered. Monotonous and irrelevant training can surely cause disengagement and lower learning consequences.

Follow-Up and Reinforcement: Without adequate follow-up and reinforcement, the actual training may not result in permanent behavioral change or performance gain.

Cost: Fully-fledged training programs are often very expensive, and narrow budgets may be a restraining factor on scope or frequency of training.

Customer Complaints: The following are some of the complaints by customers about the three hotels as well stipulated below

Colline Hotel

Noise Issue: The noise in the bed is intolerable because of the ongoing construction or loud events held within the common areas of the hotel upsets sleeping and comfortability.

Cleanliness: Unclean rooms complaints were received as some bathrooms hadn't been sanitized, and floors were dusty or dirty throughout the area.

Delayed Services: Several clients have complained about poor timing in the provision of various services among them the rooms' service and check-in/outing process.

Old Facilities: The clients have complained about old, dysfunctional tools and equipment like air conditioners, as well as worn-out furniture.

Africana Hotel

Attitude of the Staff: Some clients said they felt some of the hotel attendants were not warm and professional in relating with people.

Wi-Fi Connection: Guests have complained of poor or unstable Wi-Fi internet, affecting the guest's ability to work or communicate during their stay.

Food Quality: It has also been reported that there have been issues with the quality and variety of food available in the hotel restaurant. Some find it unsatisfactory or below expectations.

Some of them faced booking errors or discrepancies in the reserved vs. provided; this indeed, has caused frustration and an inconvenience to the guests.

Ridar Hotel

One of the continuous complaints is about room temperature control; this room has been continuously complained about being too hot or too cold.

The guests have also complained about poor maintenance of facilities, such as broken fixtures and leakages that are never fixed by the hotels themselves upon complaints.

Value for Money: To some customers, the kind of facilities and services offered by a hotel do not justify the price charged. Due to this perception, some of these customers have thus expressed dissatisfaction regarding value-for-money considerations.

Location Issues: Customers complained about inconveniences in the location. It was either too far away from all the key attractions or in an area not preferred.

4.7 Summary of Key Findings

Summary of the findings from the three hotels where I did my research from.	Number of staff training (per year)	Number of employees	Number of customers (per week)	No of professional employees	Revenue collected (per week) in UGX	Expenses (taxes, promotion, recruitment)
OTEL						
COLLINE	2	200	908	101	92000000	40000000
AFRICAN A	2	154	998	78	100000000	52000000
RIDAR	1	113	892	60	64000000	20000000

CHAPTER 5

DISCUSSION OF RESULTS

5.1. Overview of Major Findings

The study sought to appreciate the key issue at hand, which is how does staff training relate to customer satisfaction on the level and consistency of food and beverage service regarding: Africana Hotel, Colline Hotel and Ridar Hotel? From the findings, it is indicated that effective staff training is positively associated with satisfactory customer satisfaction in the three hotels under consideration. The training programs that focus either on technical skills, such as in food preparation and serving, or soft skills, like communication and customer service, are related to customer satisfaction and perceived service quality.

5.2. Discussion of Findings

Impact on Service Quality: Indeed, the findings do support the fact that those hotels with regular comprehensive training programs have greater perceived levels of service quality. Those trained in both the operational and customer service aspects are also found to be better at creating consistent experiences, therefore once again supporting previous research studies. These include Lewis & Booms, 1983. This technical competence during food and beverage service through training assures that the standard expected by customers is fulfilled, hence minimizing inconsistencies along with other errors.

Consistency in Service Delivery: Training also helps attain consistency in service delivery. The findings indicate that the workers who are the best trained have proved to be those most likely to adhere to the set service delivery procedures and, therefore, consistency in the delivered service to customers. This form of

consistency is essential to ensure that customer satisfaction is warranted; that is, quality assurance of delivered services can be guaranteed under varying conditions for each customer. This strengthens the previous evidence on the contribution of training towards the standardization of services.

The relationship between the customer satisfaction and the training program is strongest in all aspects dealing with professionalism and responsiveness of the service staff. In Africana Hotel, Colline Hotel, and Ridar Hotel, customers who perceived the individual staff to have recent relevant training consistently gave higher ratings for their experiences. The finding confirms the hypothesis that the staff training enhances workers' abilities to meet or exceed customer expectations in influencing customer satisfaction about the services offered or provided by Parasuraman et al. (1988).

5.3. Comparative Analysis

It follows that Africana Hotel, while doing the most vigorous and frequent training, enjoys the highest levels of customer satisfaction, as opposed to Colline Hotel and Ridar Hotel. In this case, frequent and up-to-date training would seem to be more effective to achieve the twin goals of upgrading quality of service and stabilizing such quality. While the latter two are trending upward, fluctuating levels of satisfaction could be due to frequency of updating the training or the approach used in training.

5.4. Implications for Practice

Equally, it is important that hotels are encouraged to invest in holistic and continuous staff training. For example, such training should go beyond mere technical upskilling of the human resource to soft skills training on how to relate

with customers. Periodic assessment and updating of the content of such training, for instance, will keep the staff abreast of current developments and effective towards the meeting of evolving expectations of customers and demands of the trade.

5.5. Limitations and Future Research

Although the research itself was of equal importance, it was restricted to three hotels within a particular region. Further research can be expanded in this regard with an increased sample size and more hotels across different regions or countries to test for generalization. Other longer-term effects of the training of staff on customer satisfaction might as well be looked into in future research for better understanding of the overall effects thereof.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1. Summary of Findings

The specific focus of this dissertation was on how the training of staff contributes to the satisfaction of customers about food and beverages services at Africana Hotel, Colline Hotel, and Ridar Hotel. In essence, the findings relate well with customer satisfaction concerning the training of staff for the quality and consistency of services. Based on these findings, it would suggest that in hotels where more intense and frequent training is given to the staff, higher levels of customer satisfaction have been realized.

6.2. Contribution to Knowledge

The findings contribute to the existing pool of knowledge regarding how hotel staff training influences service delivery. This study also re-establishes that indeed training is part and parcel of realizing such quality and consistency levels necessary in ensuring satisfaction among customers. This study has established that there is empirical evidence that can be got from three case-study hotels on practical returns which can be realized as an outcome of investment in the development of staff.

6.3. Practical Recommendations

Thus, the current study identifies staff training as one of the most critical areas for improvement where more emphasis by hotel managers and owners will have significant outcomes in improving customer satisfaction. Indeed frequent provision of on-job training opportunities at all levels within the workplace about technical

and interpersonal aspects can be helpful to provide better service quality and consistency. Also, more proper follow-up of the actual training programs and their related adjustments can achieve more the expected level of customer satisfaction.

6.4. Conclusion

Stated in another way, good and ongoing training of the staff is extremely significant and gives maximum food and beverage service that directly influences customers' satisfaction. Indeed, hotels willing to invest in the development of their staff are most likely to realize improvement in service delivery and customer perceptions. Further research based on these findings might investigate broader applications and longer-term effects, thus being able to draw more general conclusions on the role of training within this industry.

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