

**HUMAN RESOURCE DEVELOPMENT AND EMPLOYEE PERFORMANCE: A
STUDY OF THE HOTEL INDUSTRY IN LIRA CITY, NORTHERN UGANDA**

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DECLARATION

This is to declare that this dissertation entitled “Human Resource Development and Employee performance in Hotel Industry in Lira City” is my original work and it has never been presented to any university or institution for higher learning for any academic award.

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APPROVAL

This dissertation by Akullu Susan was developed under our supervision and we certify that it is ready for submission in partial fulfillment of the requirements for the award of Master of Business Administration Degree of Gulu University

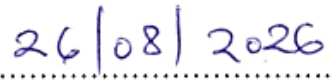
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DEDICATION

I am so happy to dedicate my work to my beloved parents Mr. Olulung Bosco, Achola Alice and Annet Kitaka Olulung for their love and education concern right from when I was still young up to this time. I also thank my beloved husband Mr. Acao Moses for his financial and emotional support towards my study.

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Be blessed.

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LIST OF ABBREVIATIONS AND ACRONYMS

EC:	Employee competence
ECJ:	Employee commitment with the job
EP:	Employee performance
ESJ:	Employee job satisfaction
ET:	Expectancy Theory
HR:	Human Resource
HRD:	Human Resource Development
HRM:	Human Resource management
Ltd:	Limited
MD:	Managing Director
PA:	Performance Appraisal
SAQ:	Self-Administered Questionnaire
SHRD:	Strategic human resource development
SPSS:	Statistical Package for Social Sciences
T&D:	Training and Development
WE:	Work environment

ABSTRACT

This study examined the relationship between human resource development and employee performance in the hotel industry focusing on Hotels in Lira City in Lango sub-region in Northern Uganda. A cross-sectional study design which incorporated both quantitative and qualitative data was adopted. The study sample was drawn from the staff members and clients of the hotels where purposive and simple random sampling techniques were used. Data were collected using a questionnaire and an interview guide. While quantitative data were analyzed using Statistical Package for Social Sciences version 23, qualitative were analyzed using content analysis. It was established that human resource development in terms of staff training, career growth and development and mentorship is highly practiced. Similarly, work efficiency, work effectiveness, target realization and organizational citizenship behavior of employee performance of hotels in Lira City were rated above average. It was also established that there is a strong statistically significant correlation between human resource development and the employee's performance of hotel industry; and that the work environment in the hotels has a moderating effect of on the relationship between the study variables. Hence the study concluded that, while the level of application of human resource development and employee performance of hotel industry in Lira City are very high, this was partly due to the moderation effect of the working environment. The study recommended that hotel industry should adhere to the application of human resource development so that it can sustain its human resource which in turn will ensure employee performance. The study also recommended that hotel industry and the human resource managers should continually carry out human resource training, career development and mentorship in order to determine in advance employee's capabilities

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The success of hotel industry is heavily dependent on skillful employees who are also knowledgeable about hotel services and the need for customer satisfaction considering that they deal directly with the customers. With Lira Municipality having been upgraded into a city, the need for quality hotel services has gone up yet it is not clear as to what extent the employees in this industry measure to the expectations. This study, therefore, was about the role human resource development can take in improving employee performance in this industry and specifically focusing on Lira City. According to Mugole (2012), the hotel industry in Uganda has been experiencing a problem of poor employee's performance in their operations in form of employee's absenteeism, high turnover rates, lack of morale, provision of sub standards products and services. In their study on the effect of human resource development (HRD) on employee performance in the Ministry of Public Service, Uganda, Nakajubi et al (2022) established that HRD has a strong influence on employees.

This chapter covers the background of the study, the problem statement, the purpose of the study, research objectives, the research questions and the scope of the study. It also covers the study significance, justification and the conceptual framework.

1.2 Background

The background of this study was discussed under historical, theoretical, conceptual and contextual backgrounds.

1.2.1 Historical background

According to Malonza & Jumah (2016), the hospitality industry is one of the oldest industries in the world. Hayes & Ninemeier (2009) add that the hotel industry is service intensive and consequently relies heavily on its employee performance in all its departments such as front office, housekeeping, food and beverages to back-office departments such as accounting or engineering. The historical approach to employee performance in the hotel industry has evolved significantly, moving from basic job assessments to more holistic performance management systems (Muhair, 2022). The dynamic state of global business greatly influences how organizations position themselves for performance and profitability. An organization's success, including in the hotel industry according to the Bello, Aina & Oluwole (2021) in their study on the hotels in Nigeria, is highly dependent on the performance of its employees. Poor employee performance is detrimental to any organization while effective employee performance is a great source of organizational success. Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2000) and, therefore, prompting these organizations to train their employees as one of the ways to prepare them to adjust any future changes and thus enhance their performance. It is important not to ignore the prevailing evidence on growth of knowledge in the business corporate world with the advancement in technology. This growth has not only been brought about by improvements in neither technology nor a combination of factors of production but increased efforts towards development of organizational human resources (Plangpramool, n.d.).

According to Basaza (2017), the concern for employee performance can be traced back to the behavior of people on the shop floor during the industrial era when industries were facing challenges of meeting their customers' demands.

In modern hotel entities, it is all about competence in people, especially the employees' qualities in terms of ability to take on the tasks with accuracy and effectiveness. The level of service quality depends on the qualities of employees. The qualities are about knowledge, skills and thoughts which lead to a hotel's survival and development. Therefore, HRD is essential in many ways; it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts; HRD also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are (Wang, 2008.). Training and development can be seen as a key instrument in the implementation of HRD practices and policies (Nickson 2007).

In Uganda, according to Akelo (2018), many hotels are still facing the problem of poor employee performance in their daily operations in terms of the quality and efficiency of work, and poor customer service delivery.

1.2.2 Theoretical background

This study anchored on two main theories namely the Human Capital Theory and the Expectancy Theory as discussed below.

1.2.2.1 Human Capital Theory

The Human Capital Theory by Schultz (2004) postulates that education and training are a form of investment in human beings. To this, Natamba et al (2022) adds that the thinking here is that training creates assets in form of knowledge and skills which in turn increase the productivity of the worker. Schultz argued that skilled human resource acquires these skills through staff career development or appropriate on job training both within and outside the organization in the form of seminars, workshops, conferences etc. This theory will explain this study by showing the link between HE and human capital development

The HCT is an economic theory which explains that the summation of an individual's skills, abilities, competencies etc. within a given population will lead to economic development and growth. Thus, by appraising and training the employees, an organisation will be building its human capital which then makes it become more productive. According to Arubayi et al, (2020), the development of these resources to improve employee performance, is what gives a firm competitive advantage and leads to overall organizational efficiency. Human capital is represented as individual knowledge that can be in the form of skills, experience, expertise, ideas, knowledge, competencies, capabilities and values that employees have. Fitzsimons (2015) states that the performance of employees is a function of their education and training. The HCT focuses on the effects of the variance in employee skills on performance. Today, many organizations depend on this theory to determine what type of HRD practices will yield the highest level of performance.

According to Rajabhat and Humanit (2017), HCT can improve a firm's performance and explain the significance of labor maximization and how an organization can accumulate employees'

knowledge, skill, and ability by investing in humans through training, educating to enhance an employee's capacity to work effectively. Based on that, this theory is being adopted in this study.

1.2.2.2 Expectancy Theory

The second theory that would underpin this study is the Expectancy Theory as proposed and developed in 1964 by Victor Vroom focuses on and stresses outcomes rather than needs. It states that people's intensity of work effort will depend on their perception that their effort will result in the desired outcome. According to Rowley and Harry (2011), this means that people will work hard when they believe that their extra efforts will improve their performance and result in rewards. This claim suggests that firms can enhance their performance by rewarding employees.

Lunenburg (2011) points out four assumption of the Expectancy Theory that, people join organizations with expectations about their needs, motivations, and past experiences; that an individual's behavior is a result of conscious choice; that people want different things from the organization (e.g., good salary, job security, advancement, and challenge); and that, people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence)

Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. If an employee sees no chance that effort will lead to the desired performance

level, he/she may not be motivated to work while the reverse is true. Instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. Valence is the strength of an employee's preference for a particular reward. Thus, salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. In summary, Expectancy Theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Ekerman, 2010).

This theory was relevant in this study because it explains the performance of employees up on benefiting and hence being motivated by HRD.

1.2.3 Conceptual background

The key concepts in this study were human resource development (HRD) and employee performance. In this study, it was conceptualized that human resource development (HRD) has an influence on employee performance. This was in line with the assertion by Kareem & Hussein (2019) that in their study they established that HRD practices are significantly related to employee performance in the enhancement of organizational effectiveness. The key concepts namely HRD and employee performance, are further elaborated below.

According to Arubayi, Eromafuru, & Egbule (2020), HRD can be defined as a process whereby the management of an organization improves the skill-set and capabilities of its workforce through deliberate training, career and organizational development. According to Vasantham (2015) the concept of human resource development is a framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Arubayi et al (2020) adds that it focuses on the framework for helping employees develop their personal and organizational skills, knowledge and abilities for personal success and organizational system success. HRD is concerned with developing the skills, knowledge and competencies of people and it is people-oriented concept, and since each employee should be managed differently based on different principles/approach, hence the competencies of human resources are developed through HRD (Vasantham, 2015). In this study, HRD will be operationalized through staff training; career growth development; and mentorship as its dimensions.

Employee performance refers to the efficiency and effectiveness of employees in achieving organizational objectives and it is measurement in terms of efficiency, effectiveness, productivity and time lines (Basaza, 2017). On the other hand, Noe et al (2016) opines that it is the means through which managers ensure that employee's activities and outputs are congruent with the organization's goals. Employee performance is also defined as the achievement of set standards in terms of accuracy, and completeness over a specified period of time (Afshan., 2012). Bataineh (2017) highlights employee performance as a combination of efficiency and effectiveness of employee's daily tasks to meet the expectations of the stakeholders

Arubayi et al (2020) defines employee performance as “the ability of an employee to accomplish his mission based on the expectations of an organization while Anitha (2014) posits that it is the pillar upon which the overall organizational performance hinges and involves employee’s monetary or non-monetary outcome. Performance goals include adjusting individual performance expectations to organizational goals and their realization is considered to be work effectiveness. In this study, employee performance will be measured in terms of work efficiency, work effectiveness, target realization, and organizational citizenship behavior

1.2.4 Contextual background

The performance of hotels in Lira City is not up to the expected levels going by a number of studies and reports; and this has been blamed on employee performance in many cases. For instance, Lira Hotel Limited financial reports (2014-2017) indicate fluctuating performance of outstanding estimated sales arrears of 576m with under collection of 212m, projected clients of 350 thousand and realized was 120 thousand, projected interest from other investment was 11m and realized was 4.5m, and projected profit was 64 but only 32m was got(Akello,2018). He points out at other hotels in Lira City such as Acanadiro Transporters Hotel that also report similar employee performance problems.

Employee performance in hotels in Lira City has been partly due the fact that the demand for skilled labour has been on the rise especially when the City was formed upon upgrading the Lira Municipality in 2020. The City has attracted more traders and investors who end up requiring the hotel services as they go about their businesses. The recovery of northern Uganda, where Lira City

is located, from the Lord's Resistance Army (LRA) insurgency which lasted from 1986-2006 has meant that the City has a high demand for skilled labour in all sectors including the hotel industry.

1.3 Statement of the Problem

Employee performance is a great concern to any organisation especially in the hospitality industry in Uganda considering the assertion by Kwizera, et al (2019) that it is very important as it determines the success and profitability of the hotel industry. According to Wampande & Osunsan (2020), employee' attitude and performance levels are a fundamental locus point for determining customer satisfaction and that, this is more so in a service sector and particularly in the hospitality industry. For instance, according to Akello (2018), Lira Hotel limited has had fluctuating performance over the years as a result of poor employee performance in terms of lack of interest in the organizational activities such as effective credit collection, marketing, poor follow up of clients due to lack of motivations, training and development. Other hotels within the City facing the problem of poor employee performance according to Akello (2018) include Acanadiro Transporters Hotel that is battling the problem of high turnover rates, inability of workers to communicate effectively in English and poor customer services as observed and witnessed by the researcher.

According to Ayo et al., (2021) in their study to assess the effect of the quality of hotel services on the retention of customers in hotels in Lira City observed that the hotel business in the City is rapidly developing due to growing demands for such services as well as the growing opportunities for travel although grappling with unsatisfactory employee performance in terms of their work efficiency, effectiveness, target realization and organizational citizenship behavior.

While many studies as pointed above have been conducted focusing on human resource development and also on employee performance, there is scanty literature on research relating these two concepts in the case of hotels in Lira City. This study, therefore, studied the role HRD in employee performance in the hotel industry in Lira City.

1.4 Purpose of the Study

This study investigated the relationship between human resource development and employee performance in hotel industry in Lira City, Northern Uganda.

1.5 Research Objectives

- i. To assess the extent of human resource development in hotels in Lira City, northern Uganda.
- ii. To assess the level of employee performance in the hotels in Lira City, northern Uganda
- iii. To examine the relationship between human resource development and employee performance in Lira hotels in Lira City, northern Uganda.
- iv. To establish the moderating effect of work environment on the relationship between human resource development and employee performance in hotels in Lira City northern Uganda.

1.6 Research Questions

- i What was the level of application of human resource development by hotels in Lira City, northern Uganda?
- ii What was the level of employee performance in the hotels in Lira City, northern Uganda?

- iii What was the relationship between human resource development and employee performance in Lira hotels in Lira City, northern Uganda?
- iv To what extent does work environment moderate the relationship between human resource development and employee performance in hotels in Lira City northern Uganda.

1.7 Scope of Study

The scope of this study was discussed under the geographical, content and time scopes.

1.7.1. Geographical scope

The study was conducted in Lira City in Northern Uganda and it will focus on the hotel industry. Lira City is located approximately 100 kilometers by road, southeast of Gulu, the largest city in the Northern Region of Uganda, along the highway between Gulu and Mbale cities; and approximately 337 kilometers by road, north of the city of Kampala the capital and largest city in Uganda. It lies on the coordinates 2°14'50.0"N 32°54'00.0"E (Latitude: 02.2472; Longitude: 32.9000).

1.7.2 Content scope

The study covered human resource development, work environment and employee performance in hotel industry in Lira City. It presented HRD as the independent variable and employee performance as the dependent variable. On the other hand, work environment was used to constitute the moderating variable. It further covers the dimensions of the three study variables which include Mentorship; staff training and development; and career growth & development for HRD; work efficiency, work effectiveness, target realization, and organizational citizenship behavior for employee performance; and physical and non-physical environments as dimensions of work environment.

1.7.3 Time scope

The study findings based on the period (2020 to 2024), since this period during which Lira has been operating as a city having being upgraded into this status in 2020, and that this status has hiked the demand for hotel services in the city.

1.8 Significance of the Study

The various stakeholders to this study would benefit out of the findings and recommendations of this research in the following ways;

The researcher would acquire knowledge and skills out of this study and she will be awarded a master degree of Business Administration (MBA) upon the completion of the all process of the investigation.

The management of the hotels might use the findings of this study to make relevance policies on best practices regarding human resource development that will promote effective employee performance through proper planning of the resources.

The hotel proprietors in Lira City may use the findings and recommendations to install effective measures and proper strategies to efficiently execute human resource development practices which in turn shall be used to strengthen capacity of employee to liberate their prime roles and responsibilities that mandate their engagement and commitment to achieve expected target. Other

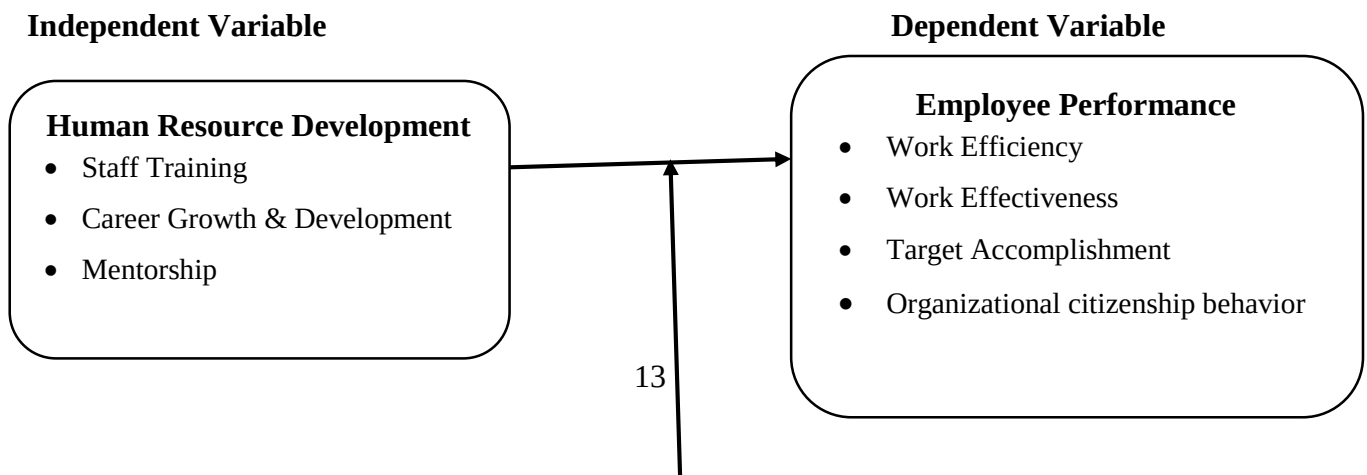
researcher's might use the findings of this investigation as point of reference for future research in this field.

Policy makers such as labor unions, tourism authority and other government authorities would use the findings of this study to develop policies and laws to regulate and to tackle matters associated with human resource practices of hotel industry in order to restructure any odds in the hospitality sector.

The community might also benefit from this study if the recommendations that would be derived at and implemented to improve delivery to the customers. This is because the community constitutes the customer base from which the hotels get their customers.

1.9 Conceptual Framework

This is a model which highlights how the various variables of the study are connected with each other. The conceptual framework that was used to guide this study was presented in Figure 1. The conceptual framework was comprised of independent, dependent and moderating variables.



Moderating Variable

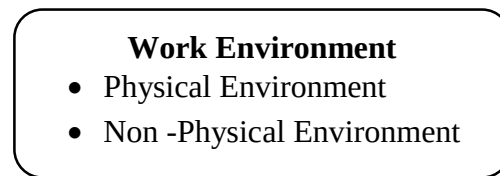


Figure 1: Conceptual Framework showing the relationship between the study variables

Source: Based on literature by Heath (2006); Arubayi et al (2020); and Yuan & Muhamad (2020)

The conceptual framework given in Figure 1, shows that human resource development was the independent variable in this study, work environment was the moderating variable and employee performance was the dependent variable. The dimensions of the IV (HRD) were staff training and development; career growth & development and Mentorship; those of the DV (employee performance) were work efficiency, work effectiveness, target realization, and organizational citizenship behavior and those of the moderating variable (work environment) were physical and non-physical environments. The work environment was conceptualized as moderating the relationship between independent and dependent variable. The assumption was that, if there is proper human resource development, and then there would be effective and efficient employee performance in hotel industry in Lira City.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the reviewed literature based on the conceptual framework and objectives of this study that helps explain what is known about the study subject matter, including the gaps as identified in the review. Literature on human resource development is presented first, followed by that on employee performance and that on work environment. This was followed by literature on the relationship between HRD and employee performance, that on the moderating effect of work environment, and finally there is a section on chapter summary which highlights the research gaps.

2.1 Theoretical Review

The theories that guided this study included Human Capital Theory and Expectancy theory as pointed out in the theoretical background in Chapter One.

2.1.1 Human Capital Theory

The Human Capital Theory (HCT) is an economic theory which explains that the summation of an individual's skills, abilities, competencies etc. within a given population will lead to economic development and growth. In fact, according to Gulaliyev et al. (2019), a deep correlation exists between GDP and expenditure on education and training in the countries of the world. This indicates that economic development of a country largely depends on the degree of development of its human capital. In this same vein, when narrowed down to the organizational level, the term 'human capital' is synonymous with a firm's human resources (employees). The nurturing and development of these resources to improve employee performance, is what gives a firm

competitive advantage and leads to overall organizational efficiency (Arubayi et al, 2020). Human capital is represented as individual knowledge that can be in the form of skills, experience, expertise, ideas, knowledge, competencies, capabilities and values that employees have. Fitzsimons (2015) states that the performance of employees is a function of their education and training. Human capital theory focuses on the effects of the variance in employee skills on performance. Today, many organizations depend on this theory to determine what type of HRD practices will yield the highest level of performance.

This theory explains this study in that, human resource development which is about improving the knowledge, skills and attitude of employees through staff training, career development and mentorship, is in essence about building human capital whose benefits are realised in terms of the employee performance.

2.1.2 Expectancy Theory by Vroom

Expectancy theory as proposed and developed in 1964 by Victor Vroom focuses on and stresses outcomes rather than needs. It states that people's intensity of work effort will depend on their perception that their effort will result in the desired outcome. According to Rowley and Harry (2011), this means that people will work hard when they believe that their extra efforts will improve their performance and result in rewards. This claim suggests that firms can enhance their performance by rewarding employees.

Lunenburg (2011) points out four assumption of the Expectancy Theory that, people join organizations with expectations about their needs, motivations, and past experiences; that an

individual's behavior is a result of conscious choice; that people want different things from the organization (e.g., good salary, job security, advancement, and challenge); and that, people will choose among alternatives so as to optimize outcomes for them personally. The expectancy theory based on these assumptions has three key elements: expectancy, instrumentality, and valence. A person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be rewarded (instrumentality), and (c) the value of the rewards is highly positive (valence)

Expectancy is a person's estimate of the probability that job-related effort will result in a given level of performance. If an employee sees no chance that effort will lead to the desired performance level, he/she may not be motivated to work while the reverse is true. Instrumentality is an individual's estimate of the probability that a given level of achieved task performance will lead to various work outcomes. Valence is the strength of an employee's preference for a particular reward. Thus, salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive.

Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Ekerman, 2010). In this study, work motivation which tantamount to employee performance, will be seen in terms of work efficiency, work effectiveness, target realization, and organizational citizenship behavior as the employees work for the hotels.

2.2 Human Resource Development

Human resource development (HRD) is based on the beliefs that organizations are human-made entities that rely on human expertise in order to establish and achieve their goals and that HRD professionals are advocates of individual and group, work processes and organizational integrity (Hassan, 2007). Much as HRD play a very important role in the performance of human resource (HR) of the organization, many have ignored the vital roles in skilling and equipping the HR with knowledge thus creating a gap especially in the service-oriented industry like hotels. This has triggered the researcher to carry out the investigation in order to find the relationship between human resource development and employee performance in hotel industry in Uganda with work environment as the moderator. A case study of selected hotels in Lira City, Northern Uganda will be used.

According to Vinesh (2014), the term human resource development (HRD) refers to training and development, career development, and organization development and that it is based on the beliefs that organizations are human-made entities that rely on human expertise in order to establish and achieve their goals and that HRD professionals are advocates of individual and group, work processes and organizational integrity (Hassan,2007). HRD is the process of optimizing the production and utilization of the workforce.

According to Lawal (2016) development of indigenous human resource in Nigeria hotels industry serve as the propelling force for national growth and is no doubt a key to socio-economic and political development. On their part, Prayag & Hosany (2013) in their study in Mauritius hotel industry, established that HRD is related to organizational success, service quality improvements, sharing of knowledge and improvements in operational efficiency; and that its outcomes include

improvements in staff attitude, better teamwork, enhanced productivity and better service delivery. Nolan (2016) asserts that, human resource utilization in Irish hotel sector has clearly become a critical feature for those firms where human resource is potential asset in the search for competitive advantage; this is particularly pertinent for the hotel firms.

Human Resource Development in this study will be measured in terms of (i) staff training and development;(ii) career growth and development; and (iii) mentorship as presented in the following sub-sections

2.2.1 Staff training

Training and development according to Oduwusi (2020) can be described as "an educational process that involves the sharpening of skills, concepts, changing of attitude and gaining of more knowledge to enhance the performance of employees". Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. It is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

According to Christopher, Ntirandekura, Mbisi and Tumwijekye (2022), training and development play an important role in the effectiveness of organizations and to the experiences of people at work. Training has implications for productivity, health and safety at work and personal development and staff performance, therefore all organizations employing people train their staff for improved organizational performance. Every organization needs to have well trained and experienced employees to perform their duties efficiently. This is critical in the hotel industry

being a service industry whereby the performance and hence the success of the hotel is based on how employees treat customers and which may be pegged on the extent to which they are trained on customer care among other things.

According to Dubai (2023), both staff training and development are both important in that, as for staff training, there can be enhanced customer experience; improved service quality; increased employee satisfaction; and boosted productivity; while the benefits of staff development include; career advancement opportunities; adaptability to industry changes; leadership development; and improved employee engagement. This is supported by findings by Muhaire (2022) in her study in Mbale Resort Hotel in Uganda that training significantly influenced employee performance since well qualified experts in different fields are engaged to conduct the training.

Training is important in hotel business since it is all about competence in people, and especially the employees' qualities. This is essential in that it increases productivity while employees are armed with professional knowledge, experienced skills and valid thoughts; staff training also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are (Wang 2008). Sommerville (2010) adds that, not only does employees, management and organization benefit from staff training, but also customers and guests too, because they receive quality products and services in the hotel business.

2.2.2 Career growth and development

According to Banks & Nafukho (2008) career development is “an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively

unique set of issues, themes, and tasks.” Career development involves two distinct processes: career planning and career management. There is a strong relationship between career development and T&D activities and that, career plans can be implemented, at least in part, through an organization’s training programs (Werner & Desimone, 2012). Career growth in the hotel industry is critical considering that the hospitality industry is very competitive with the preferences of customers ever changing. The staff therefore, need to grow up the career ladder to be able to remain relevant to the industry.

According to Coursera (2024), career growth is “an employee's big-picture idea for their career and the steps they take to reach that goal; and it can mean more than promotion to a managerial position”. It is somewhat different from career development in that, while career growth is about strategizing to get from one point to the next, career development encompasses the tasks that help a person get from one point to the next. Despite this difference, though, Coursera (2024) points out that they both benefit employees at the personal level and the organisations they work for. For instance, Lee (2023) opines that Career growth allows individuals to continuously improve their skills, knowledge, and abilities and this helps them stay competitive in the job market apart from increasing their job satisfaction as employees feel a sense of achievement and fulfillment when they see progress in their careers.

According to Adele and Aliaksei (2018), despite the diversity in the hospitality sectors, it is possible to identify certain characteristics of employment in the sectors. According to Duncan *et al.*, (2013), characteristics that have an influence on career development include: tourism and hospitality occupations vary widely in terms of skill requirements, ranging from unskilled to highly

skilled and professional occupations. This presents a range of opportunities for different skill levels, and provides a means for up-skilling throughout a career journey. Many of the occupations have low barriers to entry.

Muhaire (2022) in her study on training and employee performance focusing on Mbale Resort Hotel Limited, Mbale in Uganda, established that career development is indeed critical to this sector. This is to say that hotels should not only rely on training alone but also invest in career development because this prepares staff for future tasks and challenges unlike training which is mainly meant for immediate application.

The contractual arrangements are varied, for example they may be part-time or full-time, permanent, temporary or seasonal. Some of the occupations have clear career progression, others do not. Turnover rates can be high (Yang, 2010). The sector is one that employs economic migrants due to the ease of obtaining employment in the sectors. Associated poor labour conditions conform to stereotypes and are well documented, consisting of issues such as low pay, shift work, long hours, and poor career advancement opportunities (McIntosh & Harris, 2012). Cultural and social issues in some countries make travel and tourism less attractive than other sectors.

According to Kaplan (2017), the skills gap has been a hot topic among business leaders, educators, and politicians over the last several years. Kaplan (2017) identified five major benefits of professional development to include; increase retention, confidence and credibility building, ease succession plan, re-energize staff and improves efficiency. This applies in the hotel industry

2.2.3 Mentorship

Mentorship according to Okechukwu (2023) is “the process of identifying, evaluating and developing an employee so that the organizational goals and objectives are more effectively achieved, while at the time benefiting employees in terms of recognition receiving feedback, catering for work needs and offering career guidance discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and / or criteria that are used in the evaluation process”.

Mentorship can be supported by performance evaluation which is simply providing constructive feedback on whether an employee is underperforming, meeting, or exceeding the goals and objectives of their job. Employees need this feedback so they can feel confident knowing what is expected of them as well as how and where they can improve (Matute, 2014). According to Matute (2014) there are three basic metrics often used by small business owners to conduct performance evaluation. These are productivity, efficiency and training matrices. Employers need to be sensitive to the uniqueness of each employee and what they bring to the company that may be harder to measure, such as a personality and enthusiasm that inspires others.

Muheebwa et al (2019) in their study in Kampala City in Uganda on improving service quality in hotels in through Total Quality Management (TQM) point out that mentorship in the hotel industry is critical considering that it is a service industry and which also relies on talent and the artistic endowment in employees. Skilled and talented senior staff should, therefore, take time to mentor those working below them.

2.3 Employee Performance

Employee performance means how well an employee performs on the job and then measured against the generally accepted indicators of performance standards set by their companies. It can also be defined as the functioning and presentation of employees. This means, how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies. Employee performance is normally looked at in terms of outcomes (Chei, Yee, Men, & Bee, 2014).

Hecht & Allen (2009) defines performance as a level of achievement by an individual, measured against what they would be expected to achieve. In their definition, there are some components which are missing such as skills, experiences, abilities, qualities and quantities which he did not mention it, but plays a tremendous role in the performance of employees. Effective employees use their knowledge and skills to do their jobs in the correct way. All the activities performed by employees in an organization regardless of their departments are interrelated and affect the overall performance of the organization. It is important therefore, that all section heads understand that the ineffectiveness of employees under their supervision adversely affects the performance of the organization as a whole. This poor performance lowers the organization's competitive advantage in the market (Chei et al, 2014).

Employee performance has been a challenge to hotel management activities worldwide by collectively assuming risks, thinking differently, and distributing resources so as to shake up and disrupt static eco-system in a regulated manner in hotel industry. Harvard framework on human resource management is based on belief that the problems of historical personnel management can only be solved when general managers develop a viewpoint of how they wish to see employees

involved in and developed by enterprise and of what human resource management policies may achieve those goals (Beer *et al*, 2014).

Okumus (2018) asserts that, in Spanish hotel industry, firm's assets and strategies has a greater influence on employee performance than industry forces do. This lack of direct influence by industry forces is due to the sector's specific characteristics, which cannot be overlooked during analysis. Hoskisson *et al.*, (2013) and Durand *et al.*, (2017) suggest that, when formulating or implementing strategies, managers should focus on the external environment, called the position-based view or the internal environment, called the resource-based views. Grant (2016) suggests that hotels should combine these two approaches to gain sustainable competitive advantages. However, because of some specific characteristics of hotel companies, such as the lack of inventory and the fact that production and consumption coincide in space and time, the services process require special employee's capabilities to rally performance. In the service process, both clients and employees can modify the services provided and their cost. Thus, applying these two approaches in the hotel industry may play an important role both in the formulation and implementation of competitive strategies (Koseoglu, 2016).

2.3.1 Employee target realization

Target realization according to Mahir, *et al*, (2017) is directly linked to performance management, which is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. In order for an institution to enhance performance, it has to set individual and organizational goals. These goals

among others, serve to reinforce performance which in many cases triggers employee job satisfaction and in return increases individual and organizational commitment (Mahir, et al, 2017).

Setting specific performance goals appears to have a greater performance impact that study shows resulted in twice as much improvement in worker's performance than did a discussion over the general goals or criticism without reference to a specific target realization (van Yperen, & Orehek, 2013).

Martins et al., (2014) found that individuals with specific simpler goals to realize generally evaluate their performance more positively than those with specific hard goals. Self-regulation occurs in the process of goal setting due to the fact that goal-setting is first and foremost a discrepancy-inducing process as: "Human self-motivation relies on discrepancy production as well as discrepancy reduction. It requires feedforward control and also feedback control. Employees boost their morale through feedforward control by adopting performance standards that create a state of disequilibrium and then mobilize their effort on the basis of anticipatory estimation. Feedback control comes into play in a subsequent adjustment of effort expenditure to achieve the desired results" (Wang, et al., 2018).

Muheebwa et al (2019) opines that, while the Ministry of Tourism and Leisure of Uganda is targeting 2 million tourists under its Uganda Hotel Sector Strategic Plan (2019-2025), Uganda has to compete with countries like Kenya, Seychelles, Reunion Island, Maldives and Bali to attract the maximum number of tourists, and that this also depends on the extent to which the industry can

handle this target. They further point out that the hotels in Uganda should imperatively have a differentiating tool in order to maintain a competitive edge over their competitors

2.3.2 Work efficiency

Boyle (2020) posits that the term efficiency refers to the peak level of performance that uses the least number of inputs to achieve the highest amount of output while Ogboso (2016) argues that it refers to the achievement of goals with the minimum resources or waste in terms of maximizing speed and minimizing time which are the most important organizational resources.

On their part, Tucker, & Schwartz, (2019) argues that efficiency is dependent on having a well-defined unit of service (UOS), which is often applicable to workers who perform repetitive tasks. For example, a welder might have a UOS of completing a portion or all of a metal door in 8 hours. However, it can be difficult to measure the UOS for professions that have varied workloads and outputs. Yet again, Odiorne, & Bright, (2017) asserts that efficiency does not only measure the inputs but also their relationship with the output.

Saks, & Belcourt, (2006) indicated that a properly trained employee is able to make the best use of the available limited resources like human resources, finances, and time. The researches also indicated that once staffs undergo training, companies trust them with cost control and so were able to delegate functions and authority to them and be assured of their success with the duties.

The study by Langoya & Asiimwe (2023) in their study on employees' stress and organization productivity in Kitgum Municipality in Uganda established that work efficiency is pivotal in the

productivity in a hotel which then translates into organisational success. As such, work efficiency should ideally be one of the employee performance metrics to be used in employee appraisal.

2.3.3 Work effectiveness

Work effectiveness is a measure of the degree to which an employee achieves his or her duties or set goals and objectives as is the expectation of every organization be it public or private (Inuwa, 2016; Muda, et al, 2014). Good or bad performance achieved by workers depends majorly on several factors that influence it, among them are health, safety, and workplace violence control (Rorong, 2016). The work environment has an important role to play in achieving work results. It is important for the work environment to be conducive to productivity in order for employees to be effective. If tasks are not being completed, it may be because employees do not feel responsible for their duties or because they have identified risks associated with the tasks. A healthy, safe, and secure work environment can help to ensure that employees are able to perform their duties effectively (Khan, et al., 2015).

According to Suchanya (2021), employee effectiveness is “the capability of employees to produce a desired outcome in the best possible way and it is associated with the ability to achieve set goals, which also align with organizational goals. This includes producing high-quality results, creating a healthy work environment, and increasing revenue and profits”. She goes further to state that the traits of an effective employee include effective communication skills, critical thinking skills, teamwork, and integrity and honesty.

2.3.4 Organizational citizenship behaviors

Citizenship satisfaction according to Albert, Davia, & Legazpe (2018) refers to the level of commitment workers make to their employer, as seen in their willingness to stay at the firm and to go beyond the call of duty. Such employees would be willing to finish tasks in their own time and see a strong link between the firm's success and their own career prospects (Culibrk, et al., 2018). Johnson & Smith (2018) opines that, employees who tend to be pro-organizational active-duty executors are deemed essentially as a prerequisite for organizational stability, mostly resulting from employee citizenship satisfaction and an inseparable emotional attachment to the organization leading to job retention.

The significance of organizational citizenship behavior in the success of a hotel is highlighted in the study by Langoya & Asiimwe (2023) in Kitgum Municipality in Uganda. This supports the established facts that when employees have their organisation in high esteem, they are likely to do everything for the benefit for the organisation.

2.4 Work Environment

Work environment according to Yuan & Muhamad (2020), is a place where employees do activities every day and that a conducive work environment provides a sense of security and allows employees to work optimally since it can affect their emotions. In the hotel industry as in any other industry can be classified as being physical or non-physical environment. This is considered as hotel ambience according to Kyule (2022) in his study on the influence of hotel ambience and performance of Hotels in Uganda. These are thus the dimensions of work environment and they are further elaborated below.

2.4.1 Physical work environment

According to Dardeer, Ashraf & Islam (2017), physical work environment features include among others, lighting, temperature, existence of windows, free air movement and so on, and that, these elements influence employees' attitude, behaviours, satisfaction, performance and productivity. Physical environment in the view of Chandrasekar (2011) include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality. A conducive physical workplace environment, especially in the hotel industry, reduces absenteeism, determines retention, enhances job performance (Chandrasekar, 2011), increases job satisfaction and productivity (Samson, Waiganjo and Koima, 2015), ensures employee engagement and facilitates group cohesiveness (Public Health England Report, 2015). Onyetunji (2014) described the spatial arrangement (work space) as the way office machineries, equipment, furniture and furnishings are arranged, their size, shape and the spacing between the items.

2.4.2 Non-physical work environment

Fahriani, Ritha, and Beby (2020) opine that, a non-physical work environment is the condition of the workplace environment of employees in the form of a harmonious work atmosphere, meaning that there is a relationship of communication between subordinates and superiors (vertical relationships) and relationships between employees (horizontal relationships). A good non-physical work environment is an environment that is able to create a sense of comfort and security for all employees and which in turn, enables them to give their best to the organisation. Among the dimensions of non-physical environment are communication styles, organisational culture, leadership styles, and social environment and so on.

According to Ana, Karolus, Theodorus and Marisi (2020), organizational culture is the control and direction in shaping the attitudes and behaviours of people who engage themselves in an organization's activities. If the culture prevailing in an agency, it will affect the performance of employees, so there is a separate satisfaction perceived employee in working in agencies. Suharno, Purwanto and Rachmad (2017) in their study in Indonesia established that organizational culture has a positive and significant impact on job satisfaction, Ana, Karolus, Theodorus and Marisi (2020) in the study on the influence the organizational culture on the performance of employees through the work environment established that organizational culture directly affects the employee performance significantly

Leadership is defined as a process of social influence in which leaders seek and organize followers' participation in order to achieve organizational goals and leaders are people who delegate or influence others to act on the goals that have been determined (Igbaekemen, 2014). Leadership style according to Anitha (2014), is a pattern related to managerial behavior that is designed to integrate organizational and personal interests to achieve certain goals. While Ward (2006), defines leadership as the ability to influence a group to achieve goals or a process of direction, affecting activities that have to do with the work of group members, Dalakoura (2010) indicates that, with leadership, a person is able to influence the motivation or competence of other individuals in a group. Similarly, Candrianto (2019) indicates that leadership is able to arouse the enthusiasm of others to be willing and have responsibility for the business of achieving or exceeding organizational goals. He, in his study established that leadership significantly influences employee performance.

As far as social environment as a dimension of non-physical environment is concerned, Kavita (2013) opines that it consists of environment within the organization, preservation of cultural values, and tradition, importance given to human values, management policies and practices, relation to identification of work, division of work, teamwork, social interaction among employees, humanistic management styles and informal communication with staff and so on. .

2.5 Relationship between HRD and Employee Performance

A number of studies point out that HRD is pivotal in the determination of the performance of employees in any organisation. For instance, Harahap (2014) investigated the factors influencing employees' performance on the Islamic Banks in Indonesia the study found that variables of job stress, motivation and communication do simultaneously affect the employees' performance at the two Islamic banks. Similarly, Chacha (2013), did a study on human resource factors influencing employee performance in international nongovernmental organizations in Kenya and found out that significant association exist between employee training and development and employee performance. on the other hand, Nyanjom (2013), looked at factors influencing employee retention in the State Corporations in Kenya, and concluded that employee's performance and retention is influenced by training and career development, performance appraisal, employee empowerment, and employees compensation.

The importance of HRD in employee performance is further stressed by the findings by Mwaura and Ssekitoleko, (2012) who in their study established that there are now a number of universities such as Makerere University Business School (MUBS) that are currently offering tourism-related training for and offer degrees in Leisure and Hospitality, Catering and Hotel Management, Hotel

and Restaurant Business Management, and Travel and Tours Management and other qualifications as a way of preparing the students for the hotel and tourism sector. This form of intervention is part of the HRD since it equips people with the right skills, knowledge and prepares them for future changes.

According to Arubayi et al (2020), HRD plays a big role in the final outcome of employee performance. Its components are all geared towards significantly boosting the abilities of workers, thereby increasing performance. According to Al-qout (2017), HRD has multiple effects on the employee performance such as increasing performance, strengthening the human relations etc. Many researchers working on empirical investigation of HRD on employee performance have found a positive link between employee training and employee performance (Elnaga & Imran, 2013). Asfaw et al. (2015) investigated the relationship between HRD and employee performance and found a significant positive relationship between the two variables.

2.6 Moderation effect of Work Environment

Work place environment has a moderating effect on the relationship between HRD and employee performance in that, without a conducive environment, it is not possible to undertake HRD and likewise employees cannot effectively and efficiently undertake their roles in the organisation. Oyetunji (2014) adds that the nature and quality of the physical work environment is considered impactful on how employees interact, perform their roles as well as their mental, physical and emotional states. According to Buhai, Cottini, & Nielsen (2008), a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and this may have positive impact on firms' productivity.

A study conducted by Tripathi and Agrawal (2014) in South Africa found that organizations that had developed conducive work environment had higher performance in the tourism sector compared to those firms that had not. The study indicated that physical office space, provided employees the comfort needed to focus and execute work responsibilities. Majority of the study respondents (68%) indicated that they liked their office work environment. Similarly, the study found that of those who indicated they liked their work environment, 90% had performance review score above 75%. The study concluded that management in the hospitality sector should ensure that employees have a good working environment to stimulate productivity.

2.7 Chapter Summary

The literature focused on human resource development and employee performance in the hotel sector. The chapter expressed the wider concept regarding HRD in line with different dimensions. The chapter also looked at the dimensions under employee performance and the relationships between HRD and employee performance and also the moderating effect between the two variables. All these were done through different articles, journals, research work among others. It was, however, noted that despite the many studies that have been conducted in this area of study, and there was scanty literature on the situation in hotel industry. This study, therefore, will help bridge this gap. Further to that, most studies that have been conducted in the hotel industry have focused more of customer satisfaction and not so much on employee performance. As such, this study will be adding to the literature on the understanding of employee performance as far as the hotel industry is concerned.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter is important as it provides a systematic coverage of the research design that was adopted, the study population, sample size and selection, sampling methods and techniques. It also covers the type of data and their sources. Data collection methods and data collection tools. It further presents the validity and reliability tests, data collection procedure, ethical considerations, data analysis and presentation; and study limitations.

3.2 Research Design

A cross-sectional research design was adopted for this study as a description of how the research process was completed. This is the type of research in which the entire investigation is expected to be carried out within a fixed period of time and it involves the collection of data only once from the field. The study also adopted both the qualitative and quantitative research approaches to enable the collection of numeric and non-numeric data. It is a framework which includes the considerations that led to the appropriate methodology being adopted, the way in which the respondents were selected, and how the data was analyzed (Flick, 2011).

3.3 Study Population

The study population comprised of employees for the hotels within Lira City and target respondents included all the managers and managing directors, employees and customers in sampled hotels which met the selection criteria and which involved considering only hotels that have accommodation/lodges, bar, restaurant and possibly other facilities like swimming pool, gym,

and sauna. Out of this, the researcher chose Lira Hotel limited, Hotel Good News limited, Pacific Grand Hotel and Acanadirio Hotel limited as shown in Table 1. The study focused on these four hotels out of which the study population and sample size were drawn. The categories that consisted the study population comprised of directors, managers, supervisors, front desk staff, accounts department staff, staff of customer care department, those of the laundry & sanitation department, housekeeping employees, and food & beverage staff as summarized in Table 1.

Table 1: Study Population disaggregated by Hotel

SN	Category of the respondents	Lira Hotel	Acanadirio Hotel	Hotel Good News	Pacific grand hotel	Total
1.	Directors	1	1	1	1	4
2.	Managers	1	1	1	1	4
3.	Supervisors	3	4	3	4	14
4.	Front Desk Staff	4	3	3	2	12
5.	Accounts Department	3	2	2	4	11
6.	Customer care	1	2	1	1	5
7.	Laundry & Sanitation	6	5	6	7	24
8.	Housekeeping employees	18	15	14	20	67
9.	Food & beverage staff	11	10	10	15	46
Total		48	43	41	55	187

Source: Hotel Association, Lira City (2024)

3.4 Sample Size Determination

The 4 hotels which qualified to be under study were those hotels that have accommodation/lodges, bar, restaurant and possibly other facilities like swimming pool, gym, and sauna. The sample size summary can be seen in Table 2.

Table 2: Sample Size Determination

SN	Category of the respondents	Lira Hotel	Acanadiro Hotel	Hotel Good News	Pacific grand hotel	Total Population	Sample Size	Sampling Technique
1.	Directors	1	1	1	1	4	4	Purposive
2.	Managers	1	1	1	1	4	4	Purposive
3.	Supervisors	3	4	3	4	14	9	Simple Random
4.	Front Desk Staff	4	3	3	2	12	8	Simple Random
5.	Accounts Department	3	2	2	4	11	7	Simple Random
6.	Customer care	1	2	1	1	5	4	Purposive
7.	Laundry & Sanitation	6	5	6	7	24	16	Simple Random
8.	Housekeeping employees	18	15	14	20	67	44	Simple Random
9.	Food & beverage staff	11	10	10	15	46	31	Simple Random
Total		48	43	41	55	187	127	

Source: Hotel Association, Lira City (2024)

The researcher used purposive sampling technique to select the hotel directors, managers and supervisors. Staff from the departments such as food and beverage and housekeeping departments was selected using simple random sampling. Finally, the clients were also conveniently sampled meaning that those who were found in the hotels during data collection were the ones who were engaged upon them consenting to do so.

3.5 Sampling Techniques

The researcher used purposive, simple random, and convenience sampling techniques to draw samples. Purposive sampling technique was primarily used in qualitative studies and is defined as selecting units such as individuals, groups of individuals, institutions based on specific purposes associated with answering a research study questions (Kothari & Gaurav, 2015). Based on that, directors, managers and supervisors of the Lira City hotels were purposively sampled since they were the ones who were able to give the most detailed information about the subject matter. The researcher also used simple random sampling to select hotel staffs in the front desk, accounts

department, customer care, laundry & sanitation, housekeeping and food & beverage departments. This technique ensured that everybody had an equal chance of being selected so that bias was avoided. As for the customers, convenience sampling was used whereby the researcher engaged those who were found at the hotels during data collection.

Table 3: Response Rate

SN	Category	Sample Size	Responses	Response Rate
1.	Directors	4	4	100.0
2.	Managers	4	4	100.0
3.	Supervisors	9	7	77.8
4.	Front Desk Staff	8	7	87.5
5.	Accounts Department	7	6	85.7
6.	Customer care	4	4	100.0
7.	Laundry & Sanitation	16	15	93.8
8.	Housekeeping employees	44	41	93.2
9.	Food & beverage staff	31	29	93.5
Total/overall		127	117	92.1

Source: Primary Data

According to the results as presented in Table 3, the overall response rate was 92.1% and that at category level, the least response rate was that of supervisors at 77.8% while the highest was 100.0% for directors, managers, and customer care staff. These results show that adequate data were collected that then allowed for further analysis.

3.6 Data Types and Sources

The researcher used both primary and secondary data sources. This was because both would help the researcher to get valid and genuine information due to intensive literature reviews and acquisition of data from the respondents through contacts and interactions.

3.6.1 Primary data

Primary data is that which is derived from first-hand sources. This can be historical first-hand sources, or the data derived from the respondents in survey or interview data (Bryman, 2012). However, it is not necessarily data that has been produced by the research being undertaken. For example, data derived from statistical collections such as the census can constitute primary data. Likewise, data that is derived from other researchers may also be used as primary data, or it may be represented by a text being analyzed (Flick, 2011). The primary data is therefore best understood as the data that is being analyzed as itself, rather than through the prism of another analysis.

3.6.2 Secondary data

Secondary data is that which is derived from the work or opinions of other researchers. For example, the conclusions of a research article can constitute secondary data because it is information that has already been processed by another. Likewise, analyses conducted on statistical surveys can constitute secondary data (Kothari, 2004). The researcher in this case, reviewed relevant text books, journals, newspapers, reports, magazine, records from selected hotels, offices and other relevant published materials on the topic of study in order to make conclusions.

3.7 Data Collection Methods

The data collection methods that was used in this study include a questionnaire survey and the interview methods.

3.7.1 Questionnaire survey method

This was used as the main method of data collection in this study since this study was more of quantitative than qualitative. As such, most of the respondents in this study participated in this method whereby, they filled in a questionnaire which was presented to them by the researcher. Since the targeted respondents were literate, they were able to fill the questionnaires on their own. However, in a situation whereby some were not, the research assistants guided them by helping them understand the questions and the available options but allow them to pick their options in response to the different questions in the tool.

3.7.2 Interview method

This method was used to engage the key informants who were the senior staff of the hotels as they are considered to be knowledgeable about the subject under study. It involved face-to-face interviews where the respondents provided data by responding to questions which were posed to them by the researcher. The questions which directed the interviews were in line with the study questions. The respondents were allowed to give as much details as possible to the questions posed to them but where more were required, and then probing questions was asked. The researcher made sure that the respondents do not drift away from the subject matter by interjecting appropriately without making the respondents feel that they were being denied an opportunity to express themselves

3.8 Data Collection Instruments

In line with the data collection methods used in this study were the data collection instruments. In other words, a questionnaire and an interview guide constituted the instruments used in this study as explained below.

3.8.1 Questionnaire instrument

The questionnaire tool used in this study comprised of a sequence of questions with a sole aim of getting facts from study participants. The researcher prepared interrelated close ended questions about the research topic under investigation grounded on the objectives and questions of the research. A 5-point Likert scale (SD = strongly disagree; D = Disagree; NS = Not sure; A = Agree; and SA = strongly agree) was used. The questionnaires were developed to tap on all the variables, and the respondents were asked to think about human resource development and employee performance in the context of the hotel industry in Lira City before giving their responses using the 5-point Likert scale. The researcher used questionnaires to collect data since all the respondents are expected to be educated and that they can read and answer the questions correctly. This tool was used to collect the bulk of the data where all respondents other than the key informants who were very few, to fill in the questionnaire.

3.8.2 Interview guide

The researcher used an interview guide to collect first-hand information from key informants who included the proprietors and managers of the hotels. This enabled the researcher to get in-depth data analysis of the subject under study as these respondents being managers, were very knowledgeable about the human resource development and employee performance in the hotel

industry. The researcher also used the interview guides to generate detailed information from selected participants in the hotel industry in Lira City that were left out when using questionnaires. The researcher intensively interviewed the managers of those hotels on the matters concerning Human resource development and employee performance because she believed that they had more information since they were the key stakeholders of the organization.

3.9 Validity and Reliability

To obtain data free from errors and biases, the researcher tested the data collection tool for both validity and reliability. The researcher made checkups to ensure that the data collecting assistants performed their duty honestly and without prejudice. When data was collected, it was examined for completeness, comprehensibility, consistency and reliability. The accuracy of tabulation and accuracy of punching was checked and ensured.

3.9.1 Validity

Content validity index (CVI) was used to measure validity of the questionnaire tool. In this test, the tools were shared with experts who reviewed them and pointed out how many items in the tools were corrected and how many are not. The index was then calculated by dividing the number of the correct items by the total number of items in the tools as shown in the formula below. A value of 0.7 and above is acceptable, implying that the questionnaire tool was valid.

$$\text{CVI} = \frac{\text{Number of items considered correct}}{\text{Total number of items in the tool}}$$

To test for validity, the tool was given to three experts who rated it and their results were as summarized in Table 4.

Table 4: CVI Results

SN	Expert	Computation	CVI
1.	Expert 1	59/67	0.881
2.	Expert 2	58/67	0.865
3.	Expert 2	55/67	0.821
Average			0.856

Source: Primary Data

According to the results, it was established that the tool passed the validity test by having an overall CVI of 0.856 which is above 0.7.

After that pre-testing of the data collection tool will be done to further ensure the validity of the instrument. To do so, five respondents were given the tool and asked to fill it while pointing out any gaps, incompleteness or ambiguity in the questions. Their comments were then used to polish the tool. All the respondents who participated in the pre-testing excluded in the actual data collection exercise.

3.9.2 Reliability

Reliability is concerned with the question of whether the results of a study are repeatable. It is the point at which a research instrument yields consistent results or data after repeated trials. If a researcher runs a test to a subject twice and gets the same score on the second administration as the first test, then the instrument is reliable (Mugenda & Mugenda, 1999). Cronbach Alpha test of reliability will be conducted using the statistical Package for Social Sciences (SPSS) version 22. According to Amin (2005), an acceptable reliability coefficient must be 0.7 and above for the tool to be considered to have passed the test. The reliability for the instruments used in this study was tested on multi items variables that is on HRD, work environment and employee performance, although an overall rating were also presented.

On running the reliability test using SPSS, the results were as presented in Table 5.

Table 5: Cronbach's Reliability Results

SN	Variable	Dimension	Cronbach's Alpha Coefficient	Number of Items
1.	Human Resource Development	• Staff Training • Career Growth & Development • Mentorship	0.819 0.840 0.911	7 6 7
2.	Employee Performance	• Work Efficiency • Work Effectiveness • Target realization • Organizational citizenship behavior	0.958 0.912 0.943 0.928	7 8 6 7
3.	Work Environment	• Physical Environment • Non -Physical Environment	0.746 0.893	10 9
Average Cronbach's Alpha Coefficient			0.883	

Source: Primary Data

According to the results, the tool passed the test by having a Cronbach's alpha coefficient of 0.883 which is above 0.7. it was further observed that each dimension for all the variables passed the test by having a coefficient above 0.7.

3.10 Data Collection Procedure

The research process begun by a researcher obtaining an official letter from the research coordinator of Gulu University, faculty of business and development studies that was used as a mechanism to seek permission from the target respondents, requesting them for assistance with the research. The researcher also did self-introduction, briefs the respondents on why she was carrying out the research and also assured them that the purpose of the study was purely academic. After the permission was being granted, the researcher distributed 10 copies of questionnaires to the respondents for pilot/ field pretest. The pretest was done using the managers of the selected hotels with no involvement of other employees and customers at this stage. The purpose of the piloting was to test for validity and reliability of the research tools. Feedback from the

questionnaire was used to adjust the questionnaire for effectiveness. The findings from the pilot were also subjected to a Cronbach Alpha to determine reliability of the findings. Reliable studies have to have a Cronbach Alpha value above 0.6 (Cox & Hassard, 2010). Once the questionnaire was adjusted, the researcher physically delivered the revised one to respondents, and collected fully filled questionnaires within a period of seven days.

3.11 Data Analysis and Presentation

Both quantitative and qualitative data analyses were conducted considering that corresponding data were collected. The analyses and presentation of the results were explained below.

3.11.1 Quantitative data analysis

The collected data were sorted out and coded before being loaded on the Statistical Package for Social Scientist (SPSS) version 22 for analysis. Both descriptive and inferential statistical analyses were conducted in line with the study objectives. Descriptive analysis entailed establishing frequencies and percentages, and such results were presented in tables and figures. On the other hand, inferential statistical analysis involved conducting Pearson correlation analysis and regression analysis. Pearson correlation analysis was used to determine the extent of relationship between the study variables. Regression analysis was used to establish the prediction of the dependent variable (employee performance) by the individual dimensions of HRD, the independent variable. The results will be presented in tables.

3.11.2 Qualitative data analysis

As for the qualitative data, the researcher used content analysis to help establish emerging themes and these were reported using direct quotations and narratives. The researcher used this to analyze and examine the patterns of communication in replicable and systematic manner. The qualitative findings were triangulated with the quantitative data for better appreciation and understanding of the results.

3.12 Ethical Considerations

First of all, the researcher obtained an introductory letter from Gulu University after being cleared by the research ethics committee and presented it to the management of hotels in Lira City where the study were conducted to seek permission to conduct the study. Upon obtaining permission, the researcher also seeks for consent from individual respondents. The aspect of voluntary participation was also discussed upfront to allow the respondents make individual informed decisions. The researcher also trained research assistants on research ethics so that they could uphold the ethics during data collection. The researcher assured the respondents that the information given was treated with utmost confidentiality. Codes were used to ensure secrecy in the use of questionnaires, and the researcher ensured anonymity of information collected from respondents by informing them that, the research did not collect identifying information of individual subjects like name, address, email or the research would not link individual responses with participant's identities. In addition, the researcher ensured proper data management through efficient planning, collecting, organizing, managing, storage, security, regular backing up, preserving, and sharing.

3.13 Study Limitations

The researcher anticipated that this study was likely to be faced with a number of challenges. For instance, there was a challenge of delayed returning of filled questionnaires by respondents. This was due to the busy schedules of the respondents, since almost all of them were involved in other cores. This was overcome by continuously checking on the respondents to find out whether the questionnaires are ready.

There were also cases of some respondents being reluctant to participate in this study. This was however, overcome by the researcher personally explaining to the respondents the importance of this study after which they accepted to participate. At the same time, there were those respondents who feared that by participating in this they would have incriminated themselves. To mitigate this challenge, the researcher assured them of the anonymity and confidentiality of the information they offered, and further still that the research was purely for academic purpose only.

The researcher also faced the problem of language barrier during the process of data collection since some of the respondents were not able to communicate well in English like some of the customers that constitutes part of the sampled study population. This problem was addressed by engaging research assistants who are able to speak both English and the local language.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the study results starting with the background information of the respondents followed by the results as per the study objectives which were about; (i) assessing the level of application of human resource development by hotels in Lira City; (ii) examining the level of employee performance in the hotels in Lira City; (iii) examining the influence between human resource development and employee performance in Lira hotels in Lira City and (iv) assessing the moderating effect of work environment on the relationship between human resource development and employee performance in hotels in Lira City

4.1 Background Information of the Respondents

This section presents the background information of the respondents covering their gender, age, education, marital status, name of hotel, department of respondent, office of respondent, nature of work, and duration in the hotel as presented in Table 6

Table 6: Background Information of Respondents

S/N	Parameter	Variable	Frequency	Percentage
1.	Gender	Male	60	51.3
		Female	57	48.7
2.	Age	18-30	44	37.6
		31-40	50	42.7
		41-50	20	17.1
		51-60	3	2.6
3.	Education	No formal education	1	0.9
		Primary level	9	7.7
		Secondary	19	16.2
		Certificate level	47	40.2
		Diploma level	11	9.4
		Bachelor degree	28	23.9
		Master's Degree	2	1.7
4.	Marital Status	Single	27	23.1
		Married	74	63.2
		Separated	8	6.8
		Divorced	5	4.3
		Widowed	3	2.6
5.	Name of Hotel	Acanadiro Hotel	32	27.4
		Lira Hotel	37	31.6
		Hotel Good News	24	20.5
		Pacific Grand Hotel	24	20.5
6.	Department/Role of Respondent	Supervisors	9	7.7
		Front Desk Staff	8	6.8
		Accounts Department	7	6.0
		Customer care Department	4	3.4
		Laundry & Sanitation	15	12.8
		Housekeeping Department	44	37.6
		Food & beverage Dept	30	25.6
7.	Nature of work	Field-based	18	15.4
		Hotel-based	99	84.6
8	Duration in the Hotel	Below 1 year	19	16.2
		1-5 years	61	52.1
		6-10 years	28	23.9
		11 years & above	9	7.7

Source: Primary Data

The respondents were asked to indicate their gender and according to the results, the majority were the male respondents at 51.3% while the females were the minority at 48.7%. While there was a difference in the number of representations, it still remains that both the genders were represented. As such, inputs of both were considered. This is to say that any issues that are gender-inclined were taken care of.

As far as the ages of the respondents were concerned, it was established that, majority of the respondents (42.7%) were of the age group 31-40 years old followed by those who were 18-30 years (37.6%) and 41-50 years (17.1%). This implies that most of the respondents (97.4%) were 50 years and below and that they respondent were relatively young.

As concerns the highest education level, majority of the respondents (40.2%) had studied up to the certificate level, and these were followed by those with bachelor's degree at 23.9% and those with secondary level of education (16.2%). Those with primary level education accounted for 7.7% of the respondents; those with diploma accounted for 9.4%; while those with no formal education accounted for 0.9%. The meaning of all this is that the respondents were educated except for a small percentage, and as such, were able to read and understand the questions as posed to them in the questionnaires which were written in English.

When it came to marital status, the majority (63.2%) were established to be married. This category was followed by that of those who were single at 23.1%. Those that were widowed separated, or divorced accounted for 2.6%, 6.8% and 4.3% respectively.

The findings further revealed that majority of the respondents (31.6%) were from Lira Hotel followed Acanadiro Hotel (27.4%), Pacific Grand Hotel (20.5%) and Hotel Good News (20.5%). This implies that there was representation from a variety of the hotels and so the results data collected was from different parts of Lira City.

Looking at the departments to which the respondents belonged to, the majority were from housekeeping department (37.6%) followed by those from food and beverage department (25.6%) and those from the laundry & Sanitation at 12.8%. Those from front desk, accounts and customer care departments accounted for 6.8%, 6.0% and 3.4% respectively. In general, the different departments were represented, although at different percentages.

As relates to the nature of work of the respondents, the results revealed that the majority (84.6%) were based at the hotels while 15.4% were field based. This means that the data collected had views from both inside and outside the hotels. In terms of the duration with the hotels, the findings were that majority of them (52.1%) had worked for 1-5 years while those who had worked for 6-10 year followed at 23.9% and those below 1 year at 16.2%. These results imply that 92.3% of the respondents had worked with the hotels for 1-10 years.

4.2 Level of application of Human Resource Development by Hotels in Lira City

This section is about the results on Human Resource Development (HRD) in hotels in Lira City, northern Uganda. Specifically, it covers the staff training, career development and mentorship in the hotels.

4.2.1 Staff Training

The results on staff training were as shown in Table 7.

Table 7: Descriptive Results on Staff Training

S/N	Statements on Staff Training	Percent Responses (%)						
		SD	D	SD+D	SN	A	SA	A+SA
1.	Employees in this hotel always undergo on the job training	6.1	1.8	7.9	7.0	43.9	41.2	85.1
2.	This hotel has a staff training policy in place	3.5	7.8	11.3	10.4	53.0	25.2	78.2
3.	Employees in this hotel always undergo off the job training	12.7	25.5	38.2	6.4	50.0	5.5	55.5
4.	This hotel normally organizes workshops and seminars for workers	11.3	42.6	53.9	8.7	31.3	6.1	37.4
5.	Orientations of new recruits in always done in this hotel	1.7	3.5	5.2	4.3	60.0	30.4	90.4
6.	This hotel has in place a refresher training/internship program	6.3	4.5	10.8	6.3	50.5	32.4	82.9
7.	Employees undergo staff rotation to improve their skills and knowledge	21.1	25.4	46.5	6.1	36.0	11.4	47.4
Average		9.0	15.9	24.8	7.0	46.4	21.7	68.1

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

Results show that, on average, staff training was scored at 68.1% by the respondents based on seven (7) statements that were presented to them. This was, however, opposed by 24.8% of the respondents as 7.0% stated that they were not sure about this. Further, two of the statements were scored below 50.0%. Specifically, the statements that, “This hotel normally organizes workshops and seminars for workers” and “Employees undergo staff rotation to improve their skills and knowledge” were rated highest at 37.4%, and 47.4% respectively. The topmost rated statements were, “Orientations of new recruits in always done in this hotel”; “Employees in this hotel always undergo on the job training”; and “This hotel has in place a refresher training/internship program” which were rated lowest at 90.4%; 85.1% and 82.9% respectively. It can be deduced from these results that staff training in hotels in Lira City is satisfactory.

Qualitative results as obtained from the interviews that were conducted further supported the above results that staff training is well practiced in hotels in Lira City meaning that the hotels are clear about the benefits of training their staff. This can be understood from the point of view that most of the employees just learn on the job since they never went to any hospitality training. For instance, one of them said,

It is our policy that we train all our staff considering that many of them never did any courses in hotel keeping or any other related to what they do. It will be, therefore disastrous if we don't train them. Actually, we start with an induction and orientation programme for all our new staff before we post them where they are supposed to work,

Yet another key informant said,

Apart from the training that we do in-house, we sometimes allow our staff to attend trainings outside the hotel at either their cost although in some cases we pay for them. We have a policy also that allows staff to upgrade and so training is one way of helping our staff to upgrade.

The qualitative results point out that hotels in Lira City value training of their employees and they endeavour to train them, even though there may be variations in how this is done. What may not have come out clearly was about the details in terms of the trainers, the training designs, content and mode of training. In summary, though, the hotels have embraced training as a way of ensuring better employee performance.

4.2.2 Career Growth & Development

The results on the rating on career growth and development based on the respondents views were are shown in Table 8.

Table 8: Descriptive Results on Career Growth & Development

SN	Statements	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	This hotel allows its employees to undertake further studies	27.2	6.1	33.3	11.4	31.6	23.7	55.3
2.	There is a policy that allows for career development and development of hotel employees	9.6	27.0	36.6	18.3	37.4	7.8	45.2
3.	The hotel gives scholarships to employees to further their career development	22.8	34.5	57.3	6.9	19.0	16.9	35.9
4.	The hotel encourages each employee to always work towards their career development	6.0	35.3	41.3	9.5	41.4	7.8	49.2
5.	The hotel has a system of promoting those who advance their careers	1.8	27.7	29.5	12.5	48.2	9.8	58.0
6.	Engagement in career development is highly regarded during the employee performance appraisal	7.0	34.8	41.8	13.0	38.3	7.0	45.3
Average		12.4	27.6	40.0	11.9	36.0	12.2	48.2

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

According to the results as shown in Table 8, Career Growth & Development in hotels in Lira City was scored at 48.2% which is below average. At the same time, 40.0% of the respondents indicated that the hotels do not support career growth and development of employees while 11.9% of them were non-committal. On specific statements, it was observed that only two of the six were rated above 50.0%. These were the statements that, “This hotel allows its employees to undertake further studies” at 55.3% and “The hotel has a system of promoting those who advance their careers “ at 58.0%. The least scored statements were, “The hotel gives scholarships to employees to further their career development”; “There is a policy that allows for career development and development of hotel employees” and “Engagement in career development is highly regarded during the employee performance appraisal” at 35.9%; 45.2% and 45.3% respectively. In general, the results imply that the hotels in Lira City do not prioritize employee career growth and development.

According to the qualitative results as obtained from the interviews, it was also clear that hotels in Lira City do not support staff who wish to pursue their career growth and development. The results from many of the key informants were that, many of the hotels prefer to employ staff who are already familiar with the job so that they do not spend time or money on them. For instance, one of them said,

Ours is a small hotel and so we cannot afford to pay staff and at the same time support them to go up their career ladder. We have thus decided to be recruiting candidates who have already do through some training relevant to their jobs. This way we ensure that we have high performance at a minimal cost. We however, do not stop those want to upgrade on their own and at their cost.

Another informant said,

As far as we are concerned, we play our key role of training the employees where necessary but when it comes to career development that is their individual choice. While we don't mind them pursuing their careers say by acquiring more education, we only allow that if it does not interfere with the employees roles and responsibilities.

While the qualitative results indicate that the hotels value training and even career development of their staff, many of them do not financially support the staff to undertake career building courses. They instead train them internally to equip them with knowledge, skills and attitudes required of their roles in the hotels.

4.2.3 Mentorship

The descriptive results of the mentorship were as presented on Table 9.

Table 9: Descriptive Results on Mentorship

SN	Section B3: Mentorship	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	This hotel has a mentorship policy in place	7.0	26.3	33.3	10.5	40.4	15.8	56.2
2.	All supervisors and managers are obliged by their job descriptions to always mentor those they supervise	3.4	19.8	23.2	6.0	58.6	12.1	70.7
3.	This hotel encourages the existence of mentor-mentee relationships between managers and their subordinates	5.2	29.6	34.8	6.1	49.6	9.6	59.2
4.	Managers and supervisors are always taken through mentorship trainings	23.5	20.9	44.4	8.7	32.2	14.8	47.0
5.	Employees are encouraged to identify those they wish to be their mentors	21.6	42.2	63.8	6.9	22.4	6.9	29.3
6.	The hotel allows time for any mentorship activities	17.0	29.5	46.5	7.1	34.5	11.6	46.1
7.	Mentorship is a responsibility for anyone who has subordinates under him/her	14.8	31.3	46.1	9.6	32.2	12.2	44.4
Average		13.2	28.5	41.7	7.8	38.6	11.9	50.4

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

The results in Table 9 indicate that mentorship as practiced in hotels in Lira City was rated at 50.4% which was just about average. This was opposed by 41.7% of the respondents while 7.8% of them stated that they were not sure. In general, out of the seven (7) statements posed to the respondents, three (3) were rated above 50.0% and the others below this. These included the statements that, “All supervisors and managers are obliged by their job descriptions to always mentor those they supervise”; “This hotel encourages the existence of mentor-mentee relationships between managers and their subordinates”; and “This hotel has a mentorship policy in place’ at 70.7%; 59.2% and 56.2% respectively. On the lower said were the statements, “Employees are encouraged to identify those they wish to be their mentors” at 29.3% followed by “Mentorship is a responsibility for anyone who has subordinates under him/her” at 44.4% and " The hotel allows

time for any mentorship activities " at 46.1%. These results show that there is some mentorship which is practiced in the hotels in Lira City but more may need to be done.

Mentorship in the hotels in Lira City hotels was found not to be highly prioritized by most hotels going by the qualitative results as obtained from the interviews that were conducted. Instead, the on-the-job training seem to be what happens in most of the hotels. It was also noted that for many positions there was only one employee and as such with no one to mentor them. In support of this, one key informant said,

In our hotel we have tried as much as we can but we are limited by the staffing levels. The supervisors, though, have been mandated to mentor, especially, the new and young employees who may be joining the hotel industry for their first time. At the same time, the willingness of the employees to be mentored is something to consider. We have employees who believe that they know everything and such would not bother just working without mentors.

Arising from the qualitative results, some degree of mentorship is normally practiced by the hotels in Lira City, although, there may be no formal mentorship programmes.

4.2.4 Summary results on level of application of HRD

The summary of the findings on the application of HRD in hotels in Lira City were: Staff Training at 68.1%; career growth and development at 48.2% and mentorship at 50.4%. This gave an average of the level of HRD application as being 55.6%. This implies that the hotels are concerned about developing their staff although this is seen no in matters to do with training which was rated well above 50% and not career growth and development which was scored below average.

4.3 Level of Employee Performance in the Hotels in Lira City

This section is about the Employees Performance in hotels in Lira City, northern Uganda. Specifically, it covers work efficiency, work effectiveness, target realization and organizational citizenship behavior in the hotels.

4.3.1 Work Efficiency

The descriptive results of work efficiency based on 7 statements posed to respondents were as presented on Table 10.

Table 10: Descriptive Results on Work Efficiency

SN	Work Efficiency	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	Service delivery in this hotel is conducted in a very cost-effective manner	25.2	7.0	32.2	10.4	38.3	19.1	57.4
2.	The services offered to customers in this hotel are always very smooth	16.5	12.2	28.7	7.8	37.4	26.1	63.5
3.	Hotel employees are able to deliver services with a lot of ease at all times	16.5	18.7	35.2	6.1	39.1	19.6	58.7
4.	Employees provided services in a timely manner at all times	10.4	26.5	36.9	9.6	32.2	21.3	53.5
5.	Employee activities are highly coordinated to ensure optimization of time	8.8	23.6	32.4	10.6	34.5	22.4	56.9
6.	Hotel employees offer very quick services to the delight of customers	8.7	11.3	20.0	5.2	38.3	36.5	74.8
7.	The hotel employees ensure that they are very efficient in whatever activities they undertake	15.7	18.7	34.4	6.1	41.7	17.8	59.5
Average		14.5	16.9	31.4	8.0	37.4	23.3	60.6

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

According to the results, work efficiency in the hotels in Lira City was scored at 60.6% although this was opposed by 31.4% of the respondents as 8.0% of them indicated that they were not sure about this. It was further observed that all the seven (7) statements were all scored above 50.0%. The highest scored were the statements that “Hotel employees offer very quick services to the

delight of customers” at 74.8% followed by “The services offered to customers in this hotel are always very smooth” at 63.5%; “The hotel employees ensure that they are very efficient in whatever activities they undertake” at 59.5% and “Hotel employees are able to deliver services with a lot of ease at all times” at 58.7%. On the lower side were the statements, “Employees provided services in a timely manner at all times”; “Employee activities are highly coordinated to ensure optimization of time”; and “Service delivery in this hotel is conducted in a very cost-effective manner” at 53.5%; 56.9%; and 57.4% respectively.

Qualitative results as obtained from the interviews that were conducted also seem to support the above results that, work efficiency in the hotels in Lira City is high. The respondents pointed out that most of the hotels offer very fast services to the satisfaction of the customers. Some key informants, though, pointed out that more still needs to be done to improve the situation. This was supported by the assertion of one of them who stated that,

As a hotel we have tried to improve our level of efficiency but I must say that we are not doing as well as I see happening in some hotels in Kampala. It is like we have to put more effort to improve our speed of working and also cut down our operational costs

Another key informant who had a different view had this to say,

If there is anything customers like about our hotel is the speed at which they get served and this have placed us among the most preferred hotel in Lira City. We have actually made it a policy to regularly appraise our staff on their performance among which is how responsive and quick they are at responding to clients orders.

There is high efficiency in service delivery in the hotels in Lira City according to the qualitative results. This is in spite of the fact that, the level may not be very high as would be expected or in comparison to that in the hotels in Kampala City.

4.3.2 Work Effectiveness

The descriptive results of work effectiveness based on 8 statements posed to respondents were as presented on Table 11.

Table 11: Descriptive Results on Work Effectiveness

SN	Work Effectiveness	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	Employees of this hotel always deliver services as scheduled	13.0	22.6	35.6	9.6	44.3	10.4	54.7
2.	The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines	2.6	12.9	15.5	10.3	57.8	16.4	74.2
3.	The employees of this hotel effectively undertake their duties	6.9	14.1	21.0	8.6	45.7	24.7	70.4
4.	Hotel employees ably deliver their services to the satisfaction of clients	7.8	33.0	40.8	6.1	41.7	11.3	53.0
5.	The customer satisfaction due to good services in this hotel is very high	8.6	26.2	34.8	11.2	32.8	22.2	55.0
6.	Hotel employees always score very highly in client rating	19.5	13.4	32.9	9.8	25.9	31.4	57.3
7.	The hotel employees always perform as per their job descriptions	14.2	21.2	35.4	8.8	42.5	13.3	55.8
8.	Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them	18.6	29.8	48.4	3.5	25.7	22.4	48.1
Average		11.4	21.7	33.1	8.5	39.6	19.0	58.6

Scale: SD = strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = strongly agree.

Source: Primary Data

Work effectiveness in the hotels in Lira City was rated at 58.6% although this was opposed by 33.1% of the respondents while 8.5% were non-committal about this. Of the eight statements posed to the respondents, only one was scored below 50.% and this was the statement that “Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them” at 48.1%. Other statements which were scored relatively low although above 50.0%

included the statement “Hotel employees ably deliver their services to the satisfaction of clients” at 53.0% followed by “Employees of this hotel always deliver services as scheduled” at 54.7% and “The customer satisfaction due to good services in this hotel is very high’ at 55.0%. the highest scored statements on the other hand were, “The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines” and “The employees of this hotel effectively undertake their duties” at 74.2% and 70.4% respectively. These two were also the only ones that were scored above 70.0%

When asked to talk about the effectiveness of their hotels, many key informants reported that their hotels are very effective in serving customers and handling their complaints. They further supported the quantitative results that work effectiveness is above average meaning that the hotels in Lira City are meeting the expectations of their customers. For instance, one of them said,

With the growing competition in the hotel industry a hotel cannot expected to do well when it is not effective in its operations. We identified this long ago and to us it is a key element in our appraisal of all employees. Where we feel that the employees are not doing well we always organize trainings and or meetings with the staff. We also take customers complaints seriously because complaints are a reflection of one not being effective.

According to the narratives and direct quotation above, it shows that the hotels in Lira City are doing their best although, there seems to be need for further improvements.

4.3.3 Target realization

The descriptive results of target realization based on 6 statements posed to respondents were as presented on Table 12.

Table 12: Descriptive Results on Target Realization

SN	Target realization	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	This hotel always realizes its set targets every year.	26.0	4.0	30.0	15.8	39.8	14.4	54.2
2.	This hotel meets all the expectations of their customers as per their set targets	15.4	13.7	29.1	10.5	32.5	27.9	60.5
3.	Revenue collection in this hotel matches the set targets	16.0	17.5	33.5	14.0	23.7	28.8	52.5
4.	The hotel always realizes it set targets of customers who come for meals	12.3	19.5	31.8	7.9	32.5	27.9	60.4
5.	The hotel always realizes it set targets of customers who come for accommodation	7.1	21.6	28.7	11.5	28.3	31.5	59.8
6.	Employees are loyal to their job	9.7	28.3	38.0	8.8	40.7	12.4	53.1
Average		14.4	17.4	31.9	11.4	32.9	23.8	56.7

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

Based on the six statements that were presented to respondents, target realization in the hotels in Lira City was scored on average at 56.7%. A total of 31.9% of the respondents, however opposed this while 11.4% stated that they were not sure about this. The results also show that all the six statements were scored above 50.0% with the least being, “Revenue collection in this hotel matches the set targets” at 52.5% followed by “Employees are loyal to their job” at 53.1% and “This hotel always realizes its set targets every year” at 54.2%. Those that were relatively highly rated were the statements, “This hotel meets all the expectations of their customers as per their set targets”; “The hotel always realizes it set targets of customers who come for meals”; and “The hotel always realizes it set targets of customers who come for accommodation” at 60.5%; 60.4% and 59.8% respectively.

Qualitative results as obtained from the interviews that were conducted further supported the above quantitative results that hotels in Lira City are always able to realize their set targets in their operations. In support of this one of key informant said,

It is our policy that we set targets for all our employees in all departments. This way we make sure that employees are on their toes at all times working towards meeting their targets, We do so because by the employees meeting their targets as a hotel we will in turn be meeting our targets.

Another key informant added by saying that,

As a private enterprise we are judged by our customers based on how we operate and so setting targets helps us meet their expectations. We always conduct evaluations at the employee and organisation level to assess the extent to which we measure against our annual set targets.

While it is natural that any business will strive to realize their set targets, this may not happen but as pointed above, the hotels in Lira City have put in place strategies to achieve their targets. In any case, the performance of the hotels and their growth heavily depends on the extent to which they work towards realizing their set targets.

4.3.4 Organizational citizenship behavior

Table 13 shows the descriptive results of organisation citizen behaviour.

Table 13: Descriptive Results on Organisation Citizen Behaviour

SN	Organizational citizenship behavior	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
2.	Believes in organization's mission and vision	15.0	10.4	25.4	8.8	38.1	27.7	65.8
3.	Do you prefer to work for the organization on full time basis	2.7	18.8	21.5	11.6	49.1	17.9	67.0
4.	The job satisfies the interests of the employees	13.5	25.1	38.6	9.0	28.8	23.5	52.3
5.	Employee job attendance to work is exceptional	19.6	13.0	32.6	5.4	39.5	22.5	62.0
6.	Employees of this hotel love their jobs so much	17.7	10.0	27.7	10.6	33.8	27.9	61.7
7.	Employees in this hotel feel highly motivated to work for it	9.6	21.3	30.9	5.4	33.0	30.7	63.7
Average		13.0	16.4	29.5	8.5	37.1	25.0	62.1

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

Organisation citizen behaviour in the hotels in Lira City was scored at 62.1% on average as much as this was opposed by 29.5% of the respondents while 8.5% were non-committal. The results in Table 13 further show that all the seven (7) statements except one were scored above 60.0%. Those relatively scored higher than others included the statements that “Do you prefer to work for the organization on full time basis”; ‘Believes in organization’s mission and vision” and “Employees in this hotel feel highly motivated to work for it” at 67.0%; 65.8% and 63.7% respectively. The only statement scored below 60.0% but still above 50.0% was the statement that “The job satisfies the interests of the employees” at 52.3.

The quantitative results above were supported by the qualitative results as obtained from the interviews with the key informants. That is, organisation citizen behaviour is highly practiced in most hotels in Lira City. For instance, one of them said,

What I can say is that in our hotel, our employees behave in a positive way as though the hotel belongs to them. This has arisen from the culture that we have built in our hotel. Every employee is very careful on how they behave while at the place of work and how they handle hotel property and any working tools passed over to them.

Organisation citizen behaviour is desirable as it shows a high degree of employee loyalty and commitment. Going by the qualitative results, it was clear that a number of employees hold their organisations (hotels) dearly.

4.2.4 Summary results on level of application of employee performance

The summary of the findings on employee performance in hotels in Lira City were: work efficiency 60.6%; work effectiveness 58.6%; target realization 56.7%; and organizational citizenship behavior 62.1%. This gave an average of employee performance as being 59.5%. This implies that the performance of employees in hotels in Lira City is above average. However, the results should this performance is not that high as one would expect excellent services in a hotel.

4.4 Relationship between HRD and Employee Performance in Lira hotels in Lira City

The third objective of this study was to examine the influence between human resource development and employee performance in Lira hotels in Lira City, northern Uganda. To do so, both Pearson Correlation analysis and regression analysis were conducted.

4.4.1 Pearson Correlation analysis

The Pearson correlation analysis was run on SPSS involving the dimensions of HRD and those of employee performance and the results were as in Table 14.

Table 14: Pearson Correlation Results

		Correlations						
		Trainings	Career devt	mentorship	efficiency	Effectiveness	target	behaviour
Trainings	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	105						
Career devt	Pearson Correlation	.407**	1					
	Sig. (2-tailed)	.000						
	N	101	108					
Mentorship	Pearson Correlation	.364**	.842**	1				
	Sig. (2-tailed)	.000	.000					
	N	97	99	107				
Efficiency	Pearson Correlation	.206*	.730**	.888**	1			
	Sig. (2-tailed)	.039	.000	.000				
	N	101	103	102	111			
Effectiveness	Pearson Correlation	.277**	.769**	.839**	.869**	1		
	Sig. (2-tailed)	.007	.000	.000	.000			
	N	94	97	97	101	105		
Target	Pearson Correlation	.198*	.795**	.878**	.880**	.866**	1	
	Sig. (2-tailed)	.050	.000	.000	.000	.000		
	N	99	102	102	106	101	111	
Behaviour	Pearson Correlation	.252*	.750**	.821**	.918**	.881**	.855**	1
	Sig. (2-tailed)	.014	.000	.000	.000	.000	.000	
	N	95	98	99	102	96	103	106

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

* . Correlation is significant at the 0.05 level (2-tailed).

In general, all the correlations between dimensions of Human Resource development (staff training, career growth & development, mentorship) and employee performance (work efficiency, work effectiveness, target realization, organizational citizenship behavior) were. All those correlations that were significant, were rated as being significant at either 95% or 99% level of significance and their strengths ranged from .198 (lowest) to .878 (highest).

Staff training was established to be positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and organizational citizenship behavior at

($r = .206^*$, $p = .039$), ($r = .277^{**}$, $p = .007$), ($r = .198^*$, $p = .050$) and ($r = .252^*$, $p = .014$) respectively. All the correlations were, however, established to be weak since all of them had r -values below 0.300. This still implies that, changes in staff training translate into some change in employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior, although not significantly.

Also, career growth and development as a dimension of HRD was established to be positively, statistically significantly and very strongly correlated to work efficiency, work effectiveness, target realization, organizational citizenship behavior at ($r = .739^{**}$, $p = .000$), ($r = .769^{**}$, $p = .000$), ($r = .795^{**}$, $p = .000$) and ($r = .750^{**}$, $p = .000$) respectively. All the correlations were very strong considering that their r -values were all above 0.700. This implies that, by making changes in career growth and development, there will be changes in the employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior.

Mentorship was established to be positively, statistically significantly and strongly correlated to work efficiency, work effectiveness, target realization, organizational citizenship behavior at ($r = .888^{**}$, $p = .000$), ($r = .839^{**}$, $p = .000$), ($r = .878^{**}$, $p = .000$) and ($r = .821^{**}$, $p = .000$) respectively. All the correlations were very strong considering that their r -values were all above 0.700. This implies that, by making changes in mentorship, there will be changes in the employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior.

4.4.2 Regression analysis

Regression was conducted to establish the contribution of the dimensions of the HRD to employee performance collectively and also individually. The results were in three types of tables namely, (i) model summary; (ii) ANOVA table; and (iii) coefficient table as presented below.

Table 15:Regression Results – Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 ^a	.779	.770	.487

a. Predictors: (Constant), mentorship, trainings, career development

In Table 15, the value for the regression analysis (R square) was .883 while adjusted R-square was .779. The adjusted R-square in this model is the proportion of variation in employee performance in hotels is Lira City that is explained by the independent variable dimensions. Based on the Adjusted R Square value, these results imply that 77.0% of the variation in employee performance in the hotels can be explained by the HRD dimensions. To determine whether this model is statistically significant or not, the other output of the regression analysis- ANOVA was generated as shown in Table 16.

Table 16:Regression Results – ANOVA Table

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.499	3	19.833	83.471	.000 ^a
	Residual	16.870	71	.238		
	Total	76.369	74			

a. Predictors: (Constant), mentorship, trainings, careerdevt

b. Dependent Variable: performance

Source: Primary Data

According to the results, the proportion of variance explained in the model summary table is statistically significant at 99% since the p-value is .000. Thus, the overall model is statistically significant and that staff training, career growth & development, and mentorship have a significant combined effect on employee performance in hotels in Lira City. In summary, they have a significant combined effect on employee performance, $F(3, 71) = 83/471$, $p < .001$. The final output is shown in Table 17.

Table 17: Regression Results – Coefficients Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.519	.363		.052	.959
Staff Training	.344	.111	.225	.393	.006
Career Growth & Development	.586	.121	.162	1.537	.029
Mentorship	.754	.102	.735	7.412	.000

a. Dependent Variable: performance

Source: Primary Data

The p-value of staff training was (Beta = .225, $p = .006$); that of career growth and development was (Beta = .162, $p = .029$); while that of mentorship was (Beta = .735, $p = .000$). This implies all the dimensions of HRD can be considered to be significant predictors (or significantly related to) of employee performance in GAPS in hotels in Lira City. The significance of staff training and career growth and development were significant at 95% while that of mentorship was significant at 99% level of confidence. Based on the above, the prediction equation using the unstandardized coefficients, can be expressed as follows:

$$\text{Employee Performance} = 0.519 + 0.344 \text{ Staff Training} + 0.586 \text{ Career Growth \& Development} \\ + 0.754 \text{ Mentorship} + e$$

Where, the constant (0.519) is the predicted value of employee performance variable when the independent variable dimensions (Staff training, career growth and development, and mentorship) have a zero value.

4.5 Moderation effect of Work Environment on the Relationship between HRD and Employee Performance in Hotels in Lira City

The fourth objective of this study was to assess the moderating effect of work environment on the relationship between human resource development and employee performance in hotels in Lira City northern Uganda. This section presents first the descriptive results of the dimension of work environment followed by the moderation test to establish whether the work environment has any influence on the relationship between HRD and employee performance.

4.5.1 Descriptive Results om Work Environment

This section is about the Work Environment in hotels in Lira City, Northern Uganda. Specifically, it covers the physical environment and nonphysical environment in the hotels.

4.5.1.1 Physical Environment

The descriptive results of the physical environment based on 10 statements posed to respondents were as presented on Table 18.

Table 18: Descriptive Results of Physical Environment

SN	Physical Work Environment	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1.	I enjoy working at the hotel because there is adequate infrastructure.	4.3	12.8	17.1	6.8	55.7	20.0	75.7
2.	All the relevant infrastructure necessary for providing services in the hotel is available	4.4	28.3	32.7	8.0	48.7	10.6	59.3
3.	I am contented with the nature of my immediate work environment.	6.0	34.5	40.5	5.2	42.2	12.1	54.3
4.	We have an adequate store for all the equipment and supplies needed to provide services	2.6	28.1	30.7	10.5	45.6	13.2	58.8
5.	There is conducive space at the hotel for the staff to address issues of any visiting clients	7.0	19.3	26.3	7.9	48.2	17.5	65.7
6.	There is enough space to accommodate clients whenever they visit the hotel	2.6	9.6	12.2	10.4	61.7	10.0	71.7
7.	All the necessary physical facilities needed by employees are available	9.0	18.9	27.9	12.6	47.7	11.7	59.4
8.	The technology relevant for hotel service provision is in place	10.4	33.0	43.4	7.8	35.7	13.0	48.7
9.	There is space for refreshments and meals that can accommodate all staff	8.0	34.8	42.8	1.8	40.2	15.2	55.4
10.	There are adequate washrooms and toilets at the hotel	3.5	25.4	28.9	5.3	47.4	18.4	65.8
Average		5.8	24.5	30.3	7.6	47.3	23.2	70.5

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

Physical Work Environment in the hotels in Lira City was cored at 70.5% on average arising from 10 statements that were posed to the respondents. This was opposed by 30.3% of the respondents while 7.6% stated that they were not sure. Looking at the specific statements, the results show that only the statement “The technology relevant for hotel service provision is in place” was scored below 50.0% at 48.7%. The top rated statements on the other hand were “I enjoy working at the hotel because there is adequate infrastructure” at 75.7% followed by “There is enough space to accommodate clients whenever they visit the hotel” at 71.7% and “There are adequate washrooms and toilets at the hotel” at 65.8%.

It was observed that the qualitative results as obtained from the interviews were in support of those obtained from the quantitative data collected using questionnaires in that many respondents stated the physical environment in hotels in Lira City is very good befitting the expectations of the hotel industry. This was supported by the response by one respondent who said that,

It is my view that we are doing very well when it comes to the physical environment of our hotel. You can see how clean it is, how spacious it is and even the colours we chose are very attracting to our customers. We are actually able to host large numbers of customers including those who came as a group and would prefer a private sitting arrangement.

According to the qualitative results, and in support of the quantitative results, many hotels in Lira City have tried to ensure that they have good physical environment as this is seen as an area to gain competitive edge.

4.5.1.2 Non -Physical Environment

The descriptive results of the non-physical environment based on 10 statements posed to respondents were as presented on Table 19.

Table 19: Descriptive Results on Non-Physical Environment

SN	Non-physical environment in Hotels	Percent Responses (%)						
		SD	D	SD+D	NS	A	SA	A+SA
1	Employees at the hotel have the culture of always meeting deadlines	13.9	30.4	44.3	9.6	38.3	7.8	46.1
2	We believe in the culture of having the customer come first	7.8	25.2	33	1.7	50.4	14.8	65.2
3	Staff of the hotel adheres to the culture of non-discrimination	11.3	29.6	40.9	7.0	39.1	13.0	52.1
4	Staff of the hotel adheres to the culture of high integrity in whatever they do	2.7	30.1	32.8	8.8	46.9	11.5	58.4
5	Our staff have good beliefs and attitude towards work	12.5	29.5	420.	11.6	33	13.4	46.4
6	Staff of the hotel would always prioritize the problems of the clients over other activities	15.8	24.6	40.4	11.4	35.1	13.2	48.3
7	We always have meetings with our supervisors to assess our performance at work.	4.3	12.2	16.5	5.2	65.2	13.0	78.2
8	Our supervisors support employees in their duties	0.9	14.8	15.7	8.7	60.0	15.7	75.7
9	There is a very conducive social environment at the hotel amongst the staff	7.8	32.2	40.0	7.0	42.6	10.4	53.0
Average		8.6	25.4	33.9	7.9	45.6	12.5	58.2

Scale: SD = Strongly disagree; D = Disagree; NS =Not sure; A = Agree; and SA = Strongly agree.

Source: Primary Data

The non-physical environment in the hotels in Lira City was on average rated at 58.2% which was above average. Three statements were scored below 50.0% and these were the statements, “Employees at the hotel have the culture of always meeting deadlines” at 46.1%; “Our staff have good beliefs and attitude towards work” at 46.4% and “Staff of the hotel would always prioritize the problems of the clients over other activities” at 48.3%. Those that were rated on the higher side were, “We always have meetings with our supervisors to assess our performance at work”; “Our supervisors support employees in their duties” and “We believe in the culture of having the customer come first” at 78.2%; 75.7% and 65.2% respectively.

Qualitative results as obtained from the interviews that were conducted further supported the above quantitative results that the non-physical environment id the hotels in Lira City is very good. This

is seen in terms of how the employees are treated, the leadership style employed by the supervisors and even the cultures of the hotels. For instance, one key informant said,

We have tried as a hotel to make sure that the work environment is conducive for our employees because that is the only way we can make sure that they deliver. This, we have seen has translated into better customer care and better customer turnups.

The qualitative results in general, indicate that the hotels in Lira City value the role the non-physical environment plays in the success of a hotel business. The results indicate that while it is easy to display physical environment, that is not the case with non-physical environment which is a lot more about the what staff of the hotel do, including the culture of the hotel.

4.5.2 Moderation Effect

The 4th objective was about assessing the moderator effect of work environment on the relationship between HRD and employee performance in hotels in Lira City. This was addressed by conduction moderation test and which yielded two tables of results where one was the ANOVA table and the other was moderation test model summary.

The first step in this analysis was to establish if the models are significant and if the variance in Model 2 with the work environment is significantly more than Model 1 (without the moderator).

Table 20: Moderation Test – ANOVA Table

ANOVA ^c						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51.376	3	17.125	68.436	.000 ^a
	Residual	15.765	63	.250		
	Total	67.140	66			
2	Regression	56.500	4	14.125	82.300	.000 ^b
	Residual	10.641	62	.172		
	Total	67.140	66			

a. Predictors: (Constant), mentorship, trainings, career development

b. Predictors: (Constant), mentorship, trainings, career development, Environment

c. Dependent Variable: performance

Source: Primary Data

Model 1 in this case (without the moderator) was significant, $F(3, 63) = 68.436$ $p < .001$ and so was model 2 (with the interaction term), $F(4, 62) = 82.300$, $p < .001$. The next concern was whether model 2 accounts for sizeable variance than model 1 and the results as shown in Table 21.

Table 21: Moderation Test – Model Summary Table

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.875 ^a	.765	.754	.500	.765	68.436	3	63	.000
2	.917 ^b	.842	.831	.414	.076	29.856	1	62	.000

a. Predictors: (Constant), mentorship, trainings, career development

b. Predictors: (Constant), mentorship, trainings, career development, Environment

Source: Primary Data

In the table, R^2 change from model 1 to model 2 = $.077(.831 - .754)$, $p = .000$ and this imply that there is a statistically significant moderation on the relationship between HRD and employee performance in hotels in Lira City. As such, for there to be high employee performance in hotels

in Lira City, the moderator dimension (work environment) stated above should be taken into consideration. The results show that the work environment moderates the relationship between HRD and employee performance in hotels in Lira City.

CHAPTER FIVE

DISCUSSIONS OF THE FINDINGS

5.0 Introduction

This chapter presented the discussion of the findings of the study as per the study objectives which were about; (i) assessing the level of application of human resource development by hotels in Lira City; (ii) examining the level of employee performance in the hotels in Lira City; (iii) examining the relationship between human resource development and employee performance in Lira hotels in Lira City and (iv) examining the moderating effect of work environment on the relationship between human resource development and employee performance in hotels in Lira City.

5.1 Level of application of Human Resource Development by Hotels in Lira City

In general, the findings on the application of HRD in hotels in Lira City were that staff training was rated way above average (68.1%); career growth and development below average (48.2%) and mentorship just about average (50.4%). These results imply that HRD is being practiced by the hotels in Lira City although more could still be done. These results agree with those of Lawal (2016) who conducted a study in Nigerian hotel industry and established that HRD is pivotal in the performance of any hotel. Similarly, they support the study of Prayag & Hosany (2013) in Mauritius hotel industry which established that HRD is related to organizational success, service quality improvements, sharing of knowledge and improvements in operational efficiency; and that its outcomes include improvements in staff attitude, better teamwork, enhanced productivity and better service delivery. Specific discussions of the dimensions of HRD are presented in the following sub-sections covering staff training, career growth and development, and mentorship.

5.1.1 Staff training

The findings on staff training indicated that it is highly practiced in the hotels in Lira City at a rating of 68.1% and these training were done in the form of workshops and seminars for workers organized by the hotel management. Also, employees undergo staff rotation to improve their skills and knowledge and that orientations are always conducted by the hotels for new recruits. Other than that, employees also undergo on-the-job trainings and refresher training/internship program were possible. These results imply that hotels in Lira City are concerned about the knowledge and skills their employees have and how this impacts of the hotel performance.

These results agree with the assertion by Ntirandekura et al (2022) that, training and development play an important role in the effectiveness of organizations and to the experiences of people at work. They also support the findings by Dubai (2023) whose study established that both staff training and development are both important in that, as for staff training, there can be enhanced customer experience; improved service quality; increased employee satisfaction; and boosted productivity; while the benefits of staff development include; career advancement opportunities; adaptability to industry changes; leadership development; and improved employee engagement. To this, Sommerville (2010) adds that, not only does employees, management and organization benefit from staff training, but also customers and guests too, because they receive quality products and services in the hotel business.

5.1.2 Career growth and development

The findings of this study established that career growth & development were poorly practiced in the hotels in Lira City with a score that was below average (48.2%). These results imply that many hotels in Lira City do not invest in career growth and development of their employees and while

this may be seen as avoiding additional costs, this is detrimental to the hotels in that, employees who join them soon lose morale because it means they will stagnate career-wise.

These results were contrary to those of Coursera (2024), who indicated that, career growth is “an employee's big-picture idea for their career and the steps they take to reach that goal; and it can mean more than promotion to a managerial position” and also contradict the assertion by Lee (2023) who opines that career growth allows individuals to continuously improve their skills, knowledge, and abilities and this helps them stay competitive in the job market apart from increasing their job satisfaction as employees feel a sense of achievement and fulfillment when they see progress in their careers.

The findings imply that career growth and development are good for any organisation since they motivate the employees especially when they get any form of help from the organisation. In the case of the hotels in Lira City, it, therefore, means that they should consider investing in their employees through career development over and above training.

5.1.3 Mentorship

Mentorship practice in the hotels in Lira City was scored at just about average and this means that it is not stressed that much in hotels in Lira City. This means that the employees rely on themselves mainly to develop their skills and knowledge. Undertaking mentorship at only an average level (50.0%) is not good enough considering that according to Okechukwu (2023) mentorship has many benefits considering that it is “the process of identifying, evaluating and developing an employee so that the organizational goals and objectives are more effectively achieved, while at

the time benefiting employees in terms of recognition receiving feedback, catering for work needs and offering career guidance discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and / or criteria that are used in the evaluation process”.

The results of this study, though at an average level, they support the assertion by Matute (2014) that as a way of mentoring employees, the need this feedback so they can feel confident knowing what is expected of them as well as how and where they can improve.

5.2 Level of Employee Performance in the Hotels in Lira City

This section highlighted findings on the second objective of this study which was about examining the level of employee performance in the hotels in Lira City. It covers the discussions on work efficiency, work effectiveness, target realization and organizational citizenship behavior in the hotels.

5.2.1 Work efficiency

The findings on work efficiency showed that, the majority of the respondents at 60.6% agreed that, there have been work efficiency. While this is good that it is above average, there is need for more efforts by the hotels in Lira City to improve this level of efficiency. These results are in line with the position by Boyle (2020) that efficiency refers to the peak level of performance that uses the least number of inputs to achieve the highest amount of output and with Ogboso (2016) who argues that it refers to the achievement of goals with the minimum resources or waste in terms of maximizing speed and minimizing time which are the most important organizational resources.

The results further agree with the argument by Saks, & Belcourt, (2006) that, a properly trained employee is able to make the best use of the available limited resources like human resources, finances, and time. The researches also indicated that once staffs undergo training, companies trust them with cost control and so were able to delegate functions and authority to them and be assured of their success with the duties.

5.2.2 Work effectiveness

The findings on work effectiveness showed that, the majority of the respondents at 58.6% agreed that, there have been work effectiveness. These results imply that hotels in Lira City are effective in undertaking their mandate which is to serve and satisfy their clients who come to the hotels for one service or the other.

These results agree with Inuwa (2016) and Muda, et al (2014) that work effectiveness is a measure of the degree to which an employee achieves his or her duties or set goals and objectives as is the expectation of every organization be it public or private. The results show that work effectiveness is critical in the hotels in Lira City, in line with the assertion by Suchanya (2021) that, employee effectiveness is “the capability of employees to produce a desired outcome in the best possible way and it is associated with the ability to achieve set goals, which also align with organizational goals. This includes producing high-quality results, creating a healthy work environment, and increasing revenue and profits”.

5.2.3 Target realization

The findings on target realization showed that, the majority of the respondents at 56.7% agreed that, there have been target realization. From a business point of view, realizing the set target is important especially if it has to do with financial targets, sales or customer attraction.

These results support agree with Mahir, et al, (2017) in their argument that target realization is directly linked to performance management, which is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. In order for an institution to enhance performance, it has to set individual and organizational goals. They also support van Yperen, & Orehek (2013) in their assertion that setting specific performance goals appears to have a greater performance impact that study shows resulted in twice as much improvement in worker's performance than did a discussion over the general goals or criticism without reference to a specific target. This means that the hotels in Lira City are bound to do better if they set targets for their employees and use them to judge their performance. In doing so they will need to take into consideration the findings by Martins et al., (2014) that individuals with specific simpler goals to realize generally evaluate their performance more positively than those with specific hard goals.

5.2.4 Organizational citizenship behavior

The findings on organizational citizenship behavior showed that, the majority of the respondents at 62.1%. These results imply that the employees of the hotels in Lira City are very concerned about their organisations (hotels) that they can go out of their way to make sure that they protect the image of the hotels where they work.

These results are in line with the statement by Albert et al (2018) that citizenship satisfaction refers to the level of commitment workers make to their employer, as seen in their willingness to stay at the firm and to go beyond the call of duty; and with that of Culibrk, et al., (2018) who opines that, such employees would be willing to finish tasks in their own time and see a strong link between the firm's success and their own career prospects. They also support the position by Johnson & Smith (2018) that, employees of this nature tend to be pro-organizational active-duty executors and act as a prerequisite for organizational stability.

5.3 Relationship between HRD and Employee Performance in Lira hotels in Lira City

This section highlighted findings on the third objective of this study which was to examine the relationship between human resource development and employee performance in hotels in Lira City, northern and both Pearson Correlation analysis and Regression analysis were conducted.

The Pearson correlation findings on the relationship between the dimensions of human resource development (staff training, career growth & development, mentorship) and employee performance (work efficiency, work effectiveness, target realization, organizational citizenship behavior) showed that, all the correlation were rated being significant at all levels. So the findings revealed that there was a positive and strong relationship between human resource development and employees' performance in hotels in Lira City. The findings on the Staff training was established to be positively, statistically significantly and weakly correlated to work efficiency, work effectiveness, target realization and organizational citizenship behavior. The correlations were weak and this still implies that, changes in staff training translate into some change in

employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior, although not significantly.

It was also established that career growth and development as a dimension of HRD was established to be positively, statistically significantly and very strongly correlated to work efficiency, work effectiveness, target realization, organizational citizenship behavior implying that, by making changes in career growth and development, there will be changes in the employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior.

Further, mentorship was also established to be positively, statistically significantly and strongly correlated to work efficiency, work effectiveness, target realization, organizational citizenship behavior and this implies that, by making changes in mentorship, there will be changes in the employee performance in terms of work efficiency, work effectiveness, target realization, organizational citizenship behavior.

The findings using regression Analysis showed that, there was statistically significant on the relationship between the dimensions of human resource development and employee performance. Thus, staff training, career growth & development, and mentorship had a significant combined effect on employee performance in hotels in Lira City. They have a significant combined effect on employee performance and they can be considered to be significant predictors (or significantly related to) of employee performance in hotels in Lira City.

These results agree with the findings of Harahap (2014) who investigated the factors influencing employees' performance on the Islamic Banks in Indonesia and established that variables of job stress, motivation and communication do simultaneously affect the employees' performance at the two Islamic banks. Similarly, Chacha (2013), did a study on human resource factors influencing employee performance in international nongovernmental organizations in Kenya and found out that significant association exist between employee training and development and employee performance. The importance of HRD in employee performance is further stressed by the findings by Mwaura and Ssekitoleko, (2012) who in their study established that there are now a number of universities such as Makerere University Business School (MUBS) that are currently offering tourism-related training for and offer degrees in Leisure and Hospitality, Catering and Hotel Management, Hotel and Restaurant Business Management, and Travel and Tours Management and other qualifications as a way of preparing the students for the hotel and tourism sector.

5.4 Moderation effect of Work Environment on the Relationship between HRD and Employee Performance in Hotels in Lira City

This section highlighted findings on the fourth objective of this study which was to assess the moderating effect of work environment on the relationship between human resource development and employee performance in hotels in Lira City northern Uganda.

The findings on moderation effect of work environment on the relationship between HRD and employees performance in hotels in Lira City showed that, there was a statistically significant moderation on the relationship between HRD and employee performance in hotels in Lira City. In brief the findings showed that, the work environment moderates the relationship between HRD and employee performance in hotels in Lira City.

These results agree with the position of Oyetunji (2014) that the nature and quality of the physical work environment is considered impactful on how employees interact, perform their roles as well as their mental, physical and emotional states and with Buhai et al (2008), that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and this may have positive impact on firms' productivity. The results were also in line with those of Tripathi and Agrawal (2014) who in their study in South Africa found that organizations that had developed conducive work environment had higher performance in the tourism sector compared to those firms that had not.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter presents the summary of the research findings, the conclusions arising from the discussions in chapter five and the recommendations made thereof. The chapter ends with a section of areas for further research.

6.1 Summary of the Findings

The summarized results of the four study objectives were as presented below.

6.1.1 Level of application of HRD by hotels in Lira City

The assessment of the level of the application of HRD by hotels in Lira City was undertaken focusing on staff training, career growth and development and mentorship. The results on staff training indicate that it was highly rated as it was established that, among others, orientation of new recruits, on the job training and refresher training were done in these hotels in order to equip employees with skills and knowledge so as to be efficient and effective in doing their work.

6.1.2 Level of employees performance of hotels in Lira City

The second objective of this study which was about examining the level of performance of employees of hotels in Lira City under the dimensions- work efficiency, work effectiveness, target realization and employee citizenship behavior. The hotels were established to be doing well in the staff training and that their commitment toward service delivery was satisfactory towards customers.

6.1.3 The relationship between HRD and employees performance in hotels in Lira City.

As far as the relationship between the study variables was concerned, this study established that, all dimensions of the HRD (staff training, career growth and development and mentorship) were positively and statistically significantly correlated to those of the employee performance (work efficiency, work effectiveness, target realization and employee citizenship behaviors). This implies that any changes in any of the dimensions of HRD impacts on each of the dimensions of employee performance in hotel industry.

6.1.4 The moderating effect of work environment

The findings on the fourth and final objective of this study were that the work environment at hotels has a statistically and significant moderation effect on the relationship between HRD and employee performance of hotels in Lira City. This means that the hotels have to ensure the environment is conducive for it to reap profits from the influence of HRD on its performance.

6.2 Conclusions

Based on the results and discussions in the previous chapters, it was concluded that, the level of application of human resource development by hotels in Lira City are high and it was established that the hotels highly employ staff training, career growth and development and mentorship in undertaking the HRD. Further, the employee performance of hotels in Lira City, Lango sub-region was in terms of employee efficiency, employee effectiveness, productivity and employee citizenship behaviors is above average going by the results on these dimensions. It was also concluded that there is a strong and statistically significant relationship between human resource

development and employee performance in Hotels in Lira City implying that the former is critical in the realization of the latter. In other words, the employee performance of hotels in Lira City is influenced to a great extent by the proactive of HRD by the Hotel. Finally, it was also concluded that work environment (physical and non-physical) in hotels in Lira City is critical and is aiding the realization of good employee performance with the human resource development being the influencing variable.

6.3 Recommendations

This study makes the following recommendations which should be undertaken by different categories which include the hotel managements, the staff of the hotel and the City Council hotel association. The recommendations arise from the findings, discussions and conclusions of the study objectives where it was established that in general terms, the level of practice of HRD and the performance of employees of the hotels were favorably high, and at the same time, the work environment does moderate to the relationship between the two.

The first recommendation is that, as much as the hotels in Lira City are practicing HRD well in terms of staff training, career growth and development and mentorship, they should adhere to the application of HRD so that they can sustain their human resources which in turn will ensure Employee performance. Since there is room for further improvement, these hotel entities should thrive to better their practice in HRD.

Hotel industry in Lira City should also, continually carry out human resource evaluation in order to determine in advance the skills gaps in employees in order to improve more on firm performance.

Arising from the fact that hotels efficiency, effectiveness, target realization and employee citizenship behaviors are fairly high implies that the hotels can even do better than this. It was, therefore, recommended that hotel industry should not be contented by the current performance but to work towards improving it. This should take into consideration the current high competition in the hotel industry.

The hotels should also make sure it improves both the physical and non-physical working environments because the work environment in general is established to have a significant moderation effect leading to improved employee performance.

As much as the study established that the physical and non-physical environments in the hotels is good and motivating to the employees, Lira City Council Hotel Association should regularly appraise its members with a bid to further improve their environments.

6.4 Areas for Further Research

The following areas for further recommendations are suggested

- i. To evaluate the influence of human resource development on employee performance of the entire Hotel industry in Uganda.

- ii. To establish the competitive edge of hotels in Uganda as a result of its human resource development practices,
- iii. To assess the role of human resource development on employee performance in hotels in Uganda.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

My name is Akullu Susan, a student of Gulu University pursuing a Master of Business Administration (MBA). I am conducting research on the topic “*Human Resource Development and Employee Performance in the Hotel Industry in Lira City, Northern Uganda*” as a requirement for me to complete my academic programme. The findings of this study will, therefore, be submitted to Gulu University in partial fulfilment of the requirements for the award of the MBA degree. You have been identified as a resourceful person in this study and I kindly request you to complete this questionnaire. I assure you that all the information that you will provide will be kept very confidential and used for academic purposes only. Feel free to give the most appropriate answer for each alternative option by ticking the appropriate response in your own opinion.

Section A: Bio Data of Respondents

Instruction: *For this section, please tick in the appropriate box.*

- 1) What is your gender? Male ☐ Female ☐
- 2) What is your age bracket?
18 – 30 yrs ☐ 31 – 40 yrs ☐ 41 – 50 yrs ☐ 51 – 60 yrs ☐ Over 60 yrs ☐
- 3) What is your highest educational standard?
No formal Education ☐ Primary ☐ Secondary ☐ Certificate ☐ Diploma ☐
Bachelor’s Degree ☐ Master’s Degree ☐ PhD ☐
- 4) Your Marital Status?
Single ☐ Married ☐ separated ☐ Divorced ☐ Widowed ☐
- 5) Name of your hotel?
Acanadiro Hotel ☐ Lira Hotel ☐ Hotel Good News ☐ Pacific Grand Hotel ☐
Other ☐ N/A Client ☐
- 6) What is your department?
Kitchen ☐ Accounts ☐ Stores ☐ Administration ☐ Sales ☐
Maintenance ☐ Management ☐ Other ☐ N/A (for clients) ☐
- 7) What is your position in this hotel?
Director ☐ Manager ☐ Inspector ☐ Receptionist ☐ General Staff ☐ N/A ☐
- 8) Nature of Work
Field-Based ☐ Hotel-based ☐ Not-Applicable (for clients) ☐
- 9) For how long have you worked in this hotel?
Less than 1 yr ☐ 1-5 yrs ☐ 6 -10 yrs ☐ 11 yrs & above ☐ N/A ☐

Section B: Human Resource Development (HRD)

This section is about the Human Resource Development in hotels in Lira City. Specifically, it covers the performance appraisal, staff training & development and career growth & development in the hotels. Using the scale SD= Strongly Disagree; D = Disagree; NS = Not Sure; A = Agree; and SA = Strongly Agree, please tick the most appropriate responses in your own opinion.

SN	Section B1: Staff Training	SD	D	NS	A	SA
1.	Employees in this hotel always undergo on the job training					
2.	This hotel has a staff training policy in place					
3.	Employees in this hotel always undergo off the job training					
4.	This hotel normally organizes workshops and seminars for workers					
5.	Orientations of new recruits in always done in this hotel					
6.	This hotel has in place a refresher training/internship program					
7.	Employees undergo staff rotation to improve their skills and knowledge					
SN	Section B2: Career Growth & Development	SD	D	NS	A	SA
1.	This hotel allows its employees to undertake further studies					
2.	There is a policy that allows for career development and development of hotel employees					
3.	The hotel gives scholarships to employees to further their career development					
4.	The hotel encourages each employee to always work towards their career development					
5.	The hotel has a system of promoting those who advance their careers					
6.	Engagement in career development is highly regarded during the employee performance appraisal					
SN	Section B3: Mentorship	SD	D	UD	A	SA
1	This hotel has a mentorship policy in place					
2	All supervisors and managers are obliged by their job descriptions to always mentor those they supervise					
3	This hotel encourages the existence of mentor-mentee relationships between managers and their subordinates					
4	Managers and supervisors are always taken through mentorship trainings					
5	Employees are encouraged to identify those they wish to be their mentors					
6	The hotel allows time for any mentorship activities					
7	Mentorship is a responsibility for anyone who has subordinates under him/her					

Section C: Employee Performance

This section is about the Human Resource Development in hotels in Lira City. Specifically, it covers employee commitment, employee job satisfaction, and employee competence in the hotels. Using the scale SD= Strongly Disagree; D = Disagree; NS = Not Sure; A = Agree; and SA = Strongly Agree, please tick the most appropriate responses in your own opinion.

SN	Section C1: Work Efficiency	SD	D	NS	A	SA
1.	Service delivery in this hotel is conducted in a very cost-effective manner					
2.	The services offered to customers in this hotel are always very smooth					
3.	Hotel employees are able to deliver services with a lot of ease at all times					
4.	Employees provide services in a timely manner at all times					
5.	Employee activities are highly coordinated to ensure optimization of time					
6.	Hotel employees offer very quick services to the delight of customers					
7.	The hotel employees ensure that they are very efficient in whatever activities they undertake					
SN	Section C2: Work Effectiveness	SD	D	NS	A	SA
1.	Employees of this hotel always deliver services as scheduled					
2.	The delivery of services in this hotel is in line with guidelines by the Hotel Association guidelines					
3.	The employees of this hotel effectively undertake their duties					
4.	Hotel employees ably deliver their services to the satisfaction of clients					
5.	The customer satisfaction due to good services in this hotel is very high					
6.	Hotel employees always score very highly in client rating					
7.	The hotel employees always perform as per their job descriptions					
8.	Supervisors never interrupt employees in their work because they effectively undertake duties assigned to them					
SN	Section C3: Target realization	SD	D	SN	A	SA
1.	This hotel always realizes its set targets every year.					
2.	This hotel meets all the expectations of their customers as per their set targets					
3.	Revenue collection in this hotel matches the set targets					
4.	The hotel always realizes its set targets of customers who come for meals					
5.	The hotel always realizes its set targets of customers who come for accommodation					
6.	The hotel always realizes its set targets of customers who come for conference services					
SN	Section C4: Organizational citizenship behavior	SD	D	SN	A	SA
1.	Employees are loyal to their job					
2.	Believes in organisations mission and vision					
3.	Do you prefer to work for the organisation on full time basis					

4.	The job satisfies the interests of the employees					
5.	Employee job attendance to work is exceptional					
6.	Employees of this hotel love their jobs so much					
7.	Employees in this hotel feel highly motivated to work for it					

Section D: Work Environment

This section is about the Human Resource Development in hotels in Lira City. Specifically, it covers the physical environment and non -physical environment in the hotels. Using the scale SD= Strongly Disagree; D = Disagree; NS = Not Sure; A = Agree; and SA = Strongly Agree, please tick the most appropriate responses in your own opinion.

SN	Section D1: Physical Work Environment in Hotels	SD	D	NS	A	SA
1.	I enjoy working at the hotel because there is adequate infrastructure.					
2.	All the relevant infrastructure necessary for providing services in the hotel is available					
3.	I am contented with the nature of my immediate work environment.					
4.	We have an adequate store for all the equipment and supplies needed to provide services					
5.	There is conducive space at the hotel for the staff to address issues of any visiting clients					
6.	There is enough space to accommodate clients whenever they visit the hotel					
7.	All the necessary physical facilities needed by employees are available					
8.	The technology relevant for hotel service provision is in place					
9.	There is space for refreshments and meals that can accommodate all staff					
10.	There are adequate washrooms and toilets at the hotel					
SN	Section D2: Non-physical environment in Hotels	SD	D	NS	A	SA
1.	Employees at the hotel have the culture of always meeting deadlines					
2.	We believe in the culture of having the customer come first					
3.	Staff of the hotel adheres to the culture of non-discrimination					
4.	Staff of the hotel adheres to the culture of high integrity in whatever they do					
5.	Our staff have good beliefs and attitude towards work					
6.	Staff of the hotel would always prioritize the problems of the clients over other activities					
7.	We always have meetings with our supervisors to assess our performance at work.					
8.	Our supervisors support employees in their duties					
9.	There is a very conducive social environment at the hotel amongst the staff					

Thank you for your time

Appendix II: Interview Guide

Dear respondent,

My name is Akullu Susan. I am a student at Gulu University pursuing a Master's in Business Administration (MBA) degree. I am undertaking a research as a requirement for the award of the Master's Degree and my topic is "*Human Resource Development and Employee Performance in the Hotel Industry in Lira City, Northern Uganda*". The purpose of this research is purely academic and aims at gathering accurate and reliable information. Given your knowledge and experience in this field, and your position in the bank, you have been identified as a resourceful person for this study. All the information that you will provide will be handled confidentially and only for the purpose of this study. Kindly respond to all the following questions as honestly as possible as record. You may seek for clarification where necessary.

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Questions:

1. Briefly discuss the operations and current performance of Hotel Industry as you understand it.
2. In your own opinion, explain whether you believe that the way human resource development is undertaken at Hotels in Lira has any influence on employee performance
3. What in your opinion is the level of application of human resource development by hotels in Lira City, northern Uganda?
4. How would you rate the level of employee performance in the hotels in Lira City? Please elaborate
5. How would you say is human resource development related to employee performance in Lira hotels in Lira City?
6. To what extent would you say work environment affects the employee performance in hotels in Lira City?
7. Considering the importance of human resource development, explain what efforts the hotels in Lira City are undertaking to ensure that its full benefits are realized by the hotels
8. To what extent would you say the work environment at hotels in Lira City influences the employee performance?

Thank you for your time