Assessing the Contribution of Hospitality Education on Employees' Performance. A Case of Kigali Serena Hotel, Rwanda

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Abstract: Background: *The purpose of this research was to assess the contribution of hospitality education on employees' performance in the Rwandan Hospitality Industry a case of Kigali Serena Hotel located in the city of Kigali. The study was guided with three specific objectives, whichwere to identify the influence of hospitality education institutions on employee performance, to assess the role of government policies in promoting hospitality education and enhancing employee's performance, and to analyze the relationship between Hospitality academic education and employees' performance Kigali Serena Hotel.*

Methods and Materials: *Using a combination of qualitative and quantitative methods, a descriptive research design was used. Data were gathered with the questionnaire. The target population was 153 employees of Serena Hotel. The random sampling method was used where Yamane formula was used to determinethe sample size which was equal 110 employees. Using the Statistical Package for Social Science (SPSS) version 26.0, descriptive statistical analysis was used to examine the data that had been gathered. The link between the variables was depicted using inferential statistics. The frequencies, means, and standard deviations were used to present the results in tables.*

Results: *The results were given, examined, and explained. The aggregate mean of the answers on the influence of hospitality education institutions on employee performance was 4.482, which fell between strongly agree (5) and agree (4). This indicated that the influence of hospitality education institutions on employee performance is significant. On the role of government policies in promoting hospitality education and enhancing employee's performance, the overall means of results was 4.472 that was between agree (4) and strongly agree (5), it presented that there was significant role of government policies in promoting hospitality education and enhancing employee's performance. The findings analysis resulted that the relationship between (influence of hospitality education institutions androle of government policies in promoting hospitality education) and employee performance was .905** and .790** respectively. It was concluded that there was a statistically significant relationship between the hospitality education institutions and employees' performance of Kigali Serena Hotel. The results presented that the variables were statistically significant with regression mean square of 8.669 and residual mean square was 0.064 while F=136.045 and P-value =.000b.*

Conclusion: *it concluded that there was a significant relationship between the hospitality academic education and employees' performance Kigali Serena Hotel. Researcher recommended that Rwanda Development Board should develop the tourism policies and regulations facilitate the development of hospitality industry.*

I.   Introduction

"Hospes," which meaning "host" in Latin, is where the word "hospitality" originates (Baum, 2019). In essence, hospitality is the bond that exists between a host and a guest. Although this can happen in a number of situations, businesses frequently use it to give consumers and customers better services (Baum, 2019). One of the biggest industries in the world is hospitality. In Nigeria, travel and tourism produced 292 million employment in 2016, or one job for every ten in the global economy, and 7.6 USD trillion (10.2% of GDP). About 1.6% of Nigerians were employed in the hospitality and tourism sector in 2016, which also generated nearly 4.8% of the country's GDP (Atiba A. Babalola, 2019).

According to their research, employees who have completed more schooling are happier and perform better at work than those who have not. According to Sanam Amari (2014), "there is a positive relationship between academic education and employees' performance in both hotels, indicating that employees with higher levels of education perform better."As for Rwanda, hospitality sector is being given much attention in attracting foreign tourists as well as investors so as to bring in foreign revenues that would be reinjected to make the sector grow.

 Through Rwanda Development Board, foreign direct investment in the field of hospitality sector is being fostered as well as promoting the domestics hotels and tourism service providers. In doing this the government has also encouraged development of institutions offering hospitality courses in bid to ensure that there is sufficient workforce to work in the said sector and provide quality services that is sufficient enough to satisfy customers; again the government intervened through the Higher Learning Education Council (HEC). This achieved by link the industry expert with higher learning institutions during curriculum review to assess if there are adequate needed content in developed curriculum. The main aim of this study is to assess the contribution of hospitality education on employees' performance with reference to Kigali Serena Hotel.

The main objective of this research was to assess the contribution of hospitality education on employees' performance in the Rwandan Hospitality Industry a case of Kigali Serena Hotel located in the city of Kigali. It was guided by the following objectives:

i.   To identify the influence of hospitality education institutions on employee performance in Kigali Serena Hotel.
ii.   To assess the role of government policies in promoting hospitality education and enhancing employee's performance in Kigali Serena Hotel.
iii.   To analyze the relationship between Hospitality academic education and employees' performance Kigali Serena Hotel.

II.   Theoretical Framework

Employee performance and job satisfaction have been studied for many years. For managers and psychologists, the question of whether job happiness affects employee satisfaction in organizations is still very important (Dugguh & Dennis, 2014). This study is based on two theories, which are Job satisfaction theory and employee performance theory.

2.1 The Theory of Performance

Elger (2007) claims that the Theory of Performance (ToP) creates a framework for understanding performance as well as performance enhancements by developing and connecting six basic principles (italicised). The six aspects that make up the current performance level are as follows: personal factors, fixed factors, identity, context, knowledge, and skill levels (Elger, 2007). Performance is made up of both an outcome-focused and behavioural component. It is a dynamic, multifaceted idea (Sonnentag & Frese, 2001). As they say, performance is a "journey not a destination." The "level of performance" badge designates the journey's location. Every level describes a performance's efficacy or calibre (Elger, 2007).

2.2 Job Satisfaction Theories

Dugguh and Dennis (2014) define job satisfaction as an individual's characteristics and emotions related to their work. Good and positive attitudes towards one's work are a sign of job satisfaction. Unfavourable and negative views towards one's employment are a sign of job discontent (Armstrong, 2003). Thus, according to Lock (1976.130), "job satisfaction is a pleasant or positive emotional state resulting from the appraisal of one's job or job experiences."

III. Conceptual Framework

The researcher presents the conceptual framework showing the relationship between the study variables.

Independent Variable   Dependent Variable

Hospitality Education   **Employee's Performance**

Conceptual framework diagram:

Hospitality Education box:
- Culinary arts
- F&B Service
- Front-office operations
- Housekeeping
- Operations
- Event Management

→ Employee's Performance box:
- Meets work deadlines
- Problem solving
- Appropriate interaction with hotel's guests
- Demonstrate initiatives as appropriate

Moderating   Variables

Moderating Variables box:
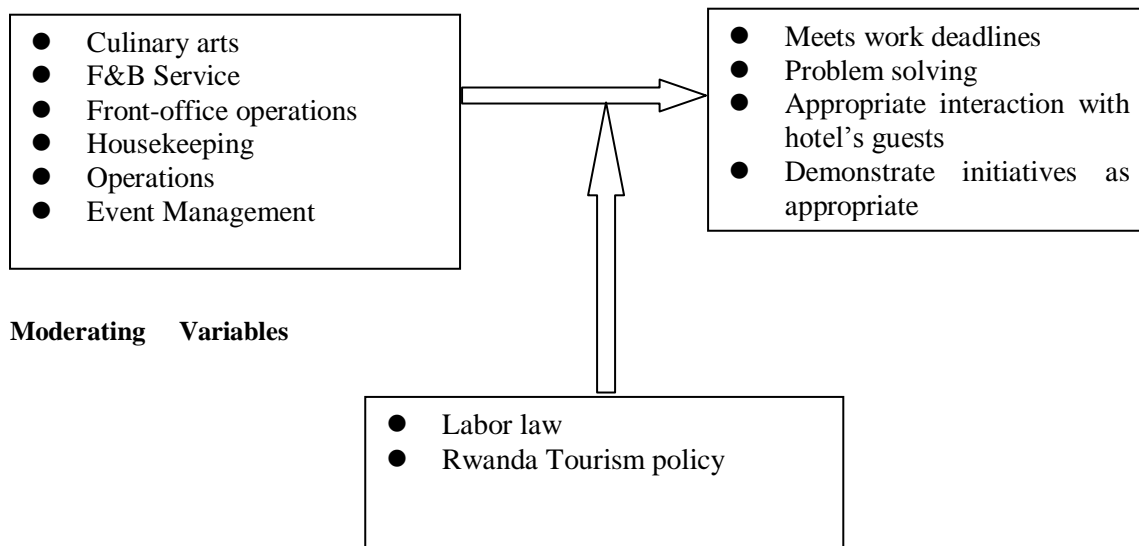- Labor law
- Rwanda Tourism policy

Figure 1. **The conceptual Framework**

Source: Researcher compilation, 2023

The first factor element of this conceptual framework in hospitality education. This variable deals with different knowledge that ore offered by hospitality institutions of Higher Learnings (IHLs). Oxford Learners Dictionaries define education as the process of imparting knowledge and developing abilities through teaching, training, and learning, particularly in schools, colleges, or universities. These criteria were chosen since workers' job performance is significantly impacted by their level of schooling. Work satisfaction is the second factor. This describes the evaluation of a person's work as achieving or permitting the achievement of their work values, if these values are consistent with or assist in meeting their fundamental needs (Locke, 1969). This factor is chosen because satisfied employee will perform better than a dissatisfied employee will.

The third factor is Government policies. Umar, Remilekun and Precious (2022) reveal tha Policies of government controls every aspect of people's life. A policy is a set of rules that a political party or organisation adopts to control the range of its activities. It can also be a philosophy or set of rules that guides decision-making (Akinyemi & Adejumo, 2018). This factor was selected for this study because labour laws and education policies play a capital role in employee's motivation and their job performance. The forth factor is Job performance. According to Al-Ahmadi (2009), an individual's work performance is the overall expected value, over a standard length of time, of all the discrete behavioural episodes that they carry out for the organization. For this study, the effect of the independent factors and intervening variables is job performance.

IV. Research Methods and Materials

The researcher combined qualitative and quantitative methods in this mixed-method study. The methodology used was qualitative, which has the benefit of allowing the researcher to observe participants in their natural settings (Eide & Showelter, 2012).According to Sinkovis and Alfoldi (2012), a quantitative technique does not involve gathering comprehensive data on the actual experiences of research participants. Given that this research combines both qualitative and quantitative research designs, a mixed methods approach is the most suitable strategy. This approach helped the researcher to seek the information needed to solve a problem instated of identifying the problem's cause (Sparkes, 2014).   The information, which was collected by using questionnaires, designed for employees of the studied hotels.

4.1 Target Population
The target population of this study was focusing on Kigali Serena hotel employees. The total study target population was 154 employees who were composed of departmental managers and junior staff. According to the Human Resources Manager of Kigali Serena Hotel, the target departments have the following number of employees. Food and Beverage 46, Kitchen 54, Front Office 24, Housekeeping 28, and Human resource managers are one.

4.2 Sample Size
The sample size was calculated by using the formula of the researcher Yamane that was developed in 1987. The Yamane formula helped the researcher to come up with adequate sample size instead of estimating the sample size of the research population.

$$n = \frac{N}{1 + N(e)^2}$$

n: sample

N: population

(e): sampling error =5%

This formula written by Yamane (1967) then if the population is 153, the sample was determined as follow:

$$n = \frac{153}{1 + 153(0.05)^2} = \frac{153}{1 + 0.38} = \frac{153}{1.38} = 110$$

4.3 Data collection Instruments
This study, in order to collect data, the researcher used questionnaire for collecting the data.
Questionnaire.
A questionnaire is "a method of gathering information from respondents about attitudes, knowledge, beliefs, and feelings," according to Kendall (2008). In this study, the questionnaire will be composed of both open-ended and closed-ended questions that will be submitted to Kigali Serena hotel junior staff from Food and beverages, Kitchen, Front Office and Housekeeping department**.**

V. Findings and Discussions

This subdivision presents the results from the data analyzed, the study was to assess the contribution of hospitality education on employees' performance in the Rwandan Hospitality Industry a case of Kigali Serena Hotel. The investigation was focused on three main goals: determining the impact of hospitality education institutions, evaluating the function of government regulations, and determining the relationship between academic hospitality education and staff performance at the Kigali Serena Hotel. The outcomes were arranged according to the goals.

5.1 Influence of Hospitality Education Institutions on Employee Performance

The first objective identified the influence of hospitality education institutions on employee performance in Kigali Serena Hotel. The results are presented and interpreted as follow:

Table1.Influence of Hospitality Education Institutions on Employee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree			Total	
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Demonstrate effective leadership skills as appropriate	0	0	0	0	0	0	48	43.6	62	56.4	110	4.56	0.500
Academic institutions develop skills and promote employees' performance	0	0	0	0	12	11.3	59	53.2	39	35.5	110	4.24	0.645
Hospitality education institutions develop the work commitment in career	0	0	0	0	0	0	60	54.5	50	45.5	110	4.45	0.502
Demonstrate appropriate interactions with hotel guests	0	0	0	0	0	0	41	37.2	69	62.8	110	4.63	0.487
Propose solutions to service problems	0	0	0	0	0	0	51	46.3	59	53.7	110	4.53	0.503
Overall Mean												**4.482**	

Source: Primary data, (2024)

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

The first purpose of this study was to determine the impact of hospitality education institutions on employee performance at the Kigali Serena Hotel. The results are shown in Table 1. Following an analysis of the data, it was found that, of the 110 respondents, 43.6% agreed and 56.4% strongly agreed that hospitality education institutions demonstrate effective leadership skills as appropriate.

On that Academic institutions develop skills and promote employees' performance, the 11.3% were not sure, 53.2% agreed, and 35.5% strongly agreed. On that hospitality education institutions develop the work commitment in career, the 54.5%% agreed, and 45.5% strongly agreed. The majority of respondents—37.2%—strongly agreed that hospitality education institutes exhibit proper interactions with hotel guests. 46.3% agreed and 53.7% strongly agreed that hospitality education institutes offer solutions to service challenges. The aggregate mean of the answers, which ranged from highly agree (5) to agree (4), was 4.482, indicating a considerable impact of hospitality education institutes on staff performance at the Kigali Serena Hotel.

5.2 Role of Government Policies in Promoting Hospitality Education and Employee's Performance

The second objective was to assess the role of government policies in promoting hospitality education and enhancing employee's performance in Kigali Serena Hotel.The results were presented and interpreted as follow:

Table 2.Role of Government Policies in Promoting Hospitality Education and Employee's Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree			Total	
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Rwanda government policies promote hospitality industry	0	0	0	0	21	19.1	46	41.8	43	39.1	110	4.19	0.743

Government policies ameliorate the academic education of hospitality for improving hospitality customer care	0	0	0	0	0	0	44	40.0	66	60.0	110	4.60	0.495
Government policies demonstrate initiative as appropriate to develop hospitality industry	0	0	0	0	0	0	34	30.9	76	69.1	110	4.69	0.465
Government policies deal appropriately with confidential information	0	0	0	0	0	0	30	27.4	80	72.6	110	4.73	0.450
Effectively collaborates with investors promote hospitality industry in country	0	0	0	0	14	12.9	66	59.7	30	27.4	110	4.15	6.23
Overall Mean												**4.472**	

Source: Primary data, (2024)

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Table 2 presents the results of the second objective of this study of assessing the role of government policies in promoting hospitality education and enhancing employee's performance in Kigali Serena Hotel. The data was analysed, out of 110respondents, on Rwanda government policies promote hospitality industry, the 19.1% were not sure, the 41.8% agreed and 39.17% strongly agreed that Rwanda government policies promote hospitality industry. Of those who strongly agreed with government programmes that improve hospitality academic education for better customer service, 40.0% agreed. 30.9% agreed and 69.1% strongly agreed that government initiatives show initiative as appropriate to grow the hospitality industry.

On that government policies deal appropriately with confidential information, the 27.4% agreed, and 72.6% strongly agreed. Regarding how well investors and partners work together to advance the hotel sector in the nation, 12.9% disagreed, 59.7% agreed, and 27.4% strongly agreed. The aggregate mean of the findings, which fell between strongly agree (5) and agree (4), was 4.472. This indicated that government initiatives had a major impact on advancing hospitality education and improving employee performance at the Kigali Serena Hotel.

5.3 Results Related to the Employee Performance
The researcher examined the dependent variable of employee performance. The findings are displayed as follows:

Table 3:Results Related To theEmployee Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		
	N	%	N	%	N	%	N	%	N	%	N	Mean	Sd
Hospitality Academic education promote the strong desire to do great effort for the hotel	0	0	0	0	0	0	48	43.6	62	56.4	110	4.56	0.500
There is an effective performance at Serena Hotel	0	0	0	0	0	0	27	24.5	83	75.5	110	4.76	0.432
Due to employees have required skills, hotel provides excellent services	0	0	0	0	0	0	64	58.1	46	41.9	110	4.42	0.497

	1	%	2	%	3	%	4	%	5	%	N	Mean	Std
Employees from hospitality Academic perform well rather than uneducated	0	0	0	0	0	0	55	50.0	55	50.0	110	4.50	0.504
Educated employees efficiently arrange the tasks and Meet with work deadlines	0	0	0	0	9	8.1	39	35.5	62	56.5	110	4.48	0.646
Overall Mean												**4.544**	

Source: Primary data, (2024)

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Table 3 presents the results of dependent variable of employee's performance in Kigali Serena Hotel. The data was analysed, out of 110respondents, on that hospitality, aacademic education promote the strong desire to do great effort for the hotel, the 43.6% agreed and 56.4% strongly agreed that hospitality academic education promote the strong desire to do great effort for the hotel. Of those who agreed, 24.5% strongly agreed that the Serena Hotel put up an effective performance. 58.1% agreed and 41.9% strongly agreed that the hotel offers outstanding services since its workers has the necessary expertise. 50% agreed and 50% strongly agreed that academic hospitality employees do better rather than being uninformed. Regarding the idea that knowledgeable staff members effectively assign tasks and adhere to deadlines, 8.1% expressed uncertainty, 35.5% agreed, and 56.4% strongly agreed. The aggregate mean of the scores, which fell between highly agree (5) and agree (4), was 4.544, indicating that the Kigali Serena Hotel's employees performed significantly.

5.4 Relationship between Hospitality Education And Employee Performance
The third objective was to examine the connection between academic training in hospitality and staff performance at the Kigali Serena Hotel. The following was how the results were presented and explained:
Table 4: CorrelationsbetweenHospitality Education And Employee Performance

		Influence of hospitality education institutions	Role of government policies in promoting hospitality education	Employee performance
Influence of hospitality education institutions	Pearson Correlation	1	.846**	.905**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
Role of government policies in promoting hospitality education	Pearson Correlation	.846**	1	.790**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
Employee performance	Pearson Correlation	.905**	.790**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

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

Source: Primary data, (2024)

Table 4 presents the relationship between hospitality academic education and employees' performance Kigali Serena Hotel. The aspects of the hospitality academic education taken were; influence of hospitality education institutions androle of government policies in promoting hospitality education. The pearson coefficients were calculated using version 26.0 of the Statistical Package for Social Sciences (SPSS).

The relationship between the pearson coefficients is between -1 and 1, where 0 to 1 denotes a positive association and -1 to 0 denotes a negative relationship. The association is high negative from -1 to -0.5 and low negative from -0.5 to 0, and low positive from 0 to 0.5 and high positive from 0.5 to 1. Based on the analysis of the findings, there was a .905** and .790** association between employee performance and the influence of hospitality education institutions and the role of government policies in promoting hospitality education. It was indicated that there was a statistically significant relationship between the hospitality education institutions and employees' performance of Kigali Serena Hotel.

Table 5:Model Summary Of Hospitality Education And Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	.822	.816	.252

a. Predictors: (Constant), Influence of hospitality education institutions,role of government policies in promoting hospitality education

Source: Primary data, (2024)

The overall model's significance of the academic education in hospitality and employee performance at the Kigali Serena Hotel is presented in Table 4.10; the results show that the R Square=.822.It was clear that one's of all variables of hospitality academic education could explain the 82.2% of all variables of employee performance. The standard error of coefficients was 0.252, which was low.

Table 6: Anovaᵃ of Hospitality Education Institution and Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.337	2	8.669	136.045	.000b
	Residual	3.759	59	.064		
	Total	21.097	61			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Influence of hospitality education institutions,role of government policies in promoting hospitality education

Source: Primary data, (2024)

The examination of variance between employee performance and hospitality education institutes is shown in Table 6. It was confirmed by the results that there was a significant relationship between the academic education in hospitality and the performance of the employees at Kigali Serena Hotel. The regression mean square was 8.669, the residual mean square was 0.064, the F=136.045, and the P-value was .000b. The mean square residual, which is a component of F used to test for differences between variables or an estimate of the variance of the errors, shows the mean squared differences within hospitality education institutions and aids in the analysis of data variation not explained by the hospitality education institutions in the model.

Table 7:CoefficientsᵃofHospitality Education andEmployee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.869	.227		3.821	.000	.414	1.324

Influence of hospitality education institutions	.758	.094	.834	8.083	.000	.570	.946
role of government policies in promoting hospitality education	.069	.084	.085	.824	.413	-.099	.238

a. Dependent Variable: Employee performance
Source: Primary data, (2024)

The constant coefficients of the independent variables pertaining to employee performance and hospitality education institutes are shown in Table 7. The Kigali Serena Hotel employees' performance and hospitality education institutes had a substantial link, as indicated by the overall constant findings with a P value of.000. As the P-value was less than 0.05, the detail was statistically significant. The findings showed that government policies' impact in supporting hospitality education was not statistically significant (P-value =.413), but the influence of hospitality education institutions was statistically significant (P-value =.000).

VI.   Conclusions, And Recommendations

6.1 Influence of Hospitality Education Institutions on Employee Performance
The data was analyzed, the first objective of this study of identifying the influence of hhospitality education institutions on employee performance in Kigali Serena Hotel. Out of 110respondents, on hospitality education institutions ddemonstratess effective leadership skills as appropriate, the 56.4% strongly agreed that hospitality education institutions ddemonstratess effective leadership skills as appropriate. On that, Academic institutions develop skills and promote employees' performance, the 53.2% agreed, and 35.5% strongly agreed.
On that hospitality education institutions develop the work commitment in career, the 54.5%% agreed.On those hospitality education institutions demonstrates appropriate interactions with hotel guests, the62.8% strongly agreed. On that hospitality education institutions propose solutions to service problems, the 53.7% strongly agreed. The overall means of results was 4.482 that was between agree (4) and strongly agree (5), it presented that the hospitality education institutions have the significantly influence on employee performance in Kigali Serena Hotel.

6.2 Role Of Government Policies In Promoting Hospitality Education And Employee's Performance

The data of second objective of this study was assessing the role of government policies in promoting hospitality education and enhancing employee's performance in Kigali Serena Hotel. out of 110respondents, on Rwanda government policies promote hospitality industry, the 41.8% agreed and 39.17% strongly agreed that Rwanda government policies promote hospitality industry. On government, policies ameliorate the academic education of hospitality for improving hospitality customer care, the 60.0% strongly agreed. On that, government policies demonstrates   initiative as appropriate to develop hospitality industry, the 69.1% strongly agreed.
On that, government policies deal appropriately with confidential information, the72.6% strongly agreed. On that eeffectively collaborates with investors promote hospitality industry in country, the 59.7% agreed.The aggregate mean of the findings, which fell between strongly agree (5) and agree (4), was 4.472. This indicated that government initiatives had a major impact on advancing hospitality education and improving employee performance at the Kigali Serena Hotel.

6.3 Employee Performance

The dependent variable of employee performance was analyzed. Out of 110respondents, on that hospitality academic education promote the strong desire to do great effort for the hotel, the 56.4% strongly agreed that hospitality aacademic education promote the strong desire to do great effort for the hotel. On that,there was an

effective performance at Serena Hotel, the 75.5% strongly agreed. On that due to employees have required skills, hotel provides excellent services, the 58.1%% agreed. On that, employees from hospitality academic perform well rather than uneducated,the 50.0% agreed, and 50.0% strongly agreed. A clear majority of 56.4% agreed that well-informed staff effectively assign tasks and adhere to deadlines. The aggregate mean of the scores, which fell between highly agree (5) and agree (4), was 4.544, indicating that the Kigali Serena Hotel's employees performed significantly.

VII.   Conclusions

High calibre personnel is needed to deliver, run, and oversee the tourism products and hospitality, and the hospitality and tourism industry has a major influence on the visitor experience (Amoah & Baum, 1997). The study assess the contribution of hospitality education on employees' performance in the Rwandan Hospitality Industry a case of Kigali Serena Hotel located in the city of Kigali. The conclusions given based on the results from data analysis. On the influence of hospitality education institutions on employee performance, On that hospitality education institutions demonstrate appropriate interactions with hotel guests, the62.8% strongly agreed.The aggregate mean of the results, which ranged from highly agree (5) to agree (4), was 4.482, indicating that the Kigali Serena Hotel's employee performance is considerably influenced by the hospitality education schools. The results of the data analysis showed that there was a statistically significant association between the employee performance at the Kigali Serena Hotel and the hospitality education schools, with a relationship coefficient of.905**.

On the role of government policies in promoting hospitality education and enhancing employee's performance, on that government policies deal appropriately with confidential information, the72.6% strongly agreed. On that effectively collaborates with investors promote hospitality industry in country, the 59.7% agreed. The aggregate mean of the findings, which fell between strongly agree (5) and agree (4), was 4.472. This indicated that government initiatives had a major impact on advancing hospitality education and improving employee performance at the Kigali Serena Hotel. Additionally, the results showed that the variables had a statistically significant P-value of.000b, indicating that there was a substantial correlation between the academic background in hospitality and the productivity of Kigali Serena Hotel staff.

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