

TRAINING AND DEVELOPMENT ON CUSTOMER SATISFACTION IN MACHAKOS TEACHERS TRAINING COLLEGE, MACHAKOS COUNTY, KENYA

Damaris Nzisa David¹, Mr. Shadrack Bett²

^{1,2}Department of Business Administration, School of Business, Kenyatta University, Kenya

Abstract: The study aimed at investigating how training and development influences customer satisfaction. The population of the study was 312 comprising of college management and heads of departments, Tutors, support staff and first and second year students who were selected using stratified sampling method. Data was collected using questionnaires and analysed using both descriptive and inferential statistics. Training and development was revealed to have a positive and significant relationship on customer satisfaction. The study concluded that Machakos teachers training college carry out training programs in order to build the capacity of its workforce by enhancing necessary skills required by individual staff for better service delivery to its customers. The study recommends that the college should carry out programs in training and development to their staff so as to acquire knowledge in delivering quality services to its customers, scan the institutions environment so as to establish better training and development programs based on its customer needs.

Keywords: Training and Development, Customer Satisfaction.

1. INTRODUCTION

Customer satisfaction is the center of each business rationality and target which centers around the formation of worth for clients, thwarting and dealing with clients' desires and implying limit and obligation that will fulfill client needs. Dominic and Guzzo (2010) bring up that the arrangement of good quality administrations and the fulfillment of clients is basic focuses in the development and improvement of each organization. In this manner conveyance of value administrations is vital to accomplishing maintainable performance of the organization.

Enhanced customer satisfaction is believed to be significantly associated with greater customer loyalty, increased sales and productivity, high new-product success and innovation leading to a more sustainable competitive advantage (Wang & Lo, 2013). According to Ooi, Lin, Tan and Chong (2011) organizations struggle to satisfy their customers by offering different products or services that fulfill their needs and exceed their expectations. In order to achieve that, organizations are required to be customer oriented.

Training and development is very important in today's scenario because the business world is becoming more competitive and posing new challenges in front of the organizations. Employee training remains one of the widely driven forces toward job satisfaction (Batool & Batool, 2012). According to Jehanzeb and Bashir (2012) organizations which are providing the training and development programs for their representatives are accomplishing abnormal state of worker fulfillment and low worker turnover. Workers get a ton of advantages from the employee training and improvement program.

2. STATEMENT OF THE PROBLEM

Middle level colleges are educational organizations whose main business is to satisfy their customers. Customer satisfaction index (CSI) indicates that where satisfaction abounds, quality service, variety of services and goods, complain handling tactfully and meeting expectations are a common thing. Kim (2016) note that organization where there are poor

management practices, employees are not motivated eventually performance is not that good. This can lead to lethargy, retiring on the job, poor attendance of lessons, dissatisfaction, poor performance, annoyance to parents, students' and lectures' unrest among other negative issues.

Nyamari (2017) study investigated on how total quality management practices affect operational performance and established that total quality management leads to better performance in terms operations in commercial banks. However, the study used purposive sampling and the focused on commercial banks. Ngambi and Nkemkiafu (2015) study examined how total quality management impacts performance in organization and found that training and development has a positive significance. However, the study used explanatory research design. Belay, Helo, Takala and Kasie (2011) study examined how quality management practices influences business performance and found that there exists a direct relationship between total quality management and concurrent engineering and company's business performance improvement. However, the study was qualitative in nature and used a case which does not provide conclusive findings. It is under this premise this study wishes to investigate how quality management practices such as customer orientation, training curriculum, leadership style, improvement of services, facilities and processes influences customer satisfaction at Machakos Teachers Training College.

3. LITERATURE REVIEW

Cooney, Terziovski and Samson (2012) study examined the relationship between employee training, quality management and the performance of manufacturing companies in both Australian and New Zealand and established that training of employees is significantly related to the performance of manufacturing companies based on Total Quality Management (TQM). Amadi (2014) carried out a study on the relationship between training and development and performance of employees at the Call Centre of Safaricom and revealed that it is vital to have a continuous programs in training and developing staff due to stiff competition, dynamics in market etc.

Lee (2012) study investigated the relationship between firm size and the effectiveness of training for customer service and found that the training benefits towards the organization increases with increase in the size of the organization significantly especially in large organizations. Abdul, Stephen and Erich (2013) study examined the effects of quality service training on job satisfaction and revealed that there is a positive and significant relationship between quality service training and job satisfaction.

4. RESEARCH METHODOLOGY

The study adopted a descriptive research design. The population of the study was 312 comprising of college management and heads of departments, Tutors, support staff and first and second year students who were selected using stratified sampling method. Data was collected using questionnaires and analysed using both descriptive and inferential statistics

5. FINDINGS

The study aimed at establishing the extent to which training and development influences customer satisfaction. The findings are shown in Table 1.

Table 1: Training and Development on Customer Satisfaction

Statement	M	SD
Training and development leads to improved customer service skills	4.2	0.845
Improving the quality of your customer service through training leads to an increase in customer satisfaction	3.7	0.732
Training and development increases job satisfaction and morale among employees thus leading to customer satisfaction	3.9	0.711
Training and development leads to increased employee motivation thus leading to customer satisfaction	3.5	0.641
Training and development increases productivity and adherence to quality standards	4.0	1.241
Aggregate Score	3.9	0.834

Key: M – Mean; SD – Standard Deviation

Source: Research Data (2018).

The findings in Table 1 indicates that the respondents agreed that training and development influences customer satisfaction as shown by aggregate mean of 3.9 with a significant variance of 0.834. Majority of the respondents strongly agreed that training and development leads to improved customer service skills with a mean of 4.2 and a standard deviation of 0.845. This was followed by the statement that training and development increases productivity and adherence to quality standards with a mean of 4.0 and a standard deviation of 1.241, Training and development increases job satisfaction and morale among employees thus leading to customer satisfaction with a mean of 3.9 and a standard deviation of 0.711, Improving the quality of your customer service through training leads to an increase in customer satisfaction with a mean of 3.7 and a standard deviation of 0.732 and training and development leads to increased employee motivation thus leading to customer satisfaction with a mean of 3.5 and standard deviation 0.641.

6. CONCLUSIONS AND RECOMMENDATIONS

The study concluded that Machakos teachers training college carry out training programs in order to build the capacity of its workforce by enhancing necessary skills required by individual staff for better service delivery to its customers. The study recommends that the college should carry out programs in training and development to their staff so as to acquire knowledge in delivering quality services to its customers, scan the institutions environment so as to establish better training and development programs based on its customer needs.

REFERENCES

- [1] Abdul, R. Z. & Stephen, B., & Erich, C. F. (2013). The consequences of transfer of training for service quality and job satisfaction: an empirical study in the Malaysian public sector. *International Journal of Training and Development*, 17(4), 279 - 294
- [2] Amadi, E. J. (2014). The effect of training and development on Employees' performance; at Safaricom limited Call centre. *Unpublished (MBA) project, University of Nairobi*.
- [3] Batool, A. & Batool, B. (2012). Effects of employees training on the organizational competitive advantage: Empirical study of Private Sector of Islamabad, Pakistan. *Far East Journal of Psychology and Business*, 6(1), 59-72
- [4] Belay, A. M., Helo, P., Takala, J., & Kasie, F. M. (2011). Effects of quality management practices and concurrent engineering in business performance. *International Journal of Business and Management*, 6(3), 45.
- [5] Cooney, R., Terziovski, M., & Samson, D. (2012). *Employee training, quality management and the performance of Australian and New Zealand manufacturers*. Monash University Faculty of Business and Economics.
- [6] Kim, B. Y. (2014). Mediated effects of customer orientation on customer relationship management performance. *International Journal of Hospitality & Tourism Administration*, 9(2), 192-218
- [7] Lee, G. J. (2012). Firm size and the effectiveness of training for customer service. *The International Journal of Human Resource Management*, 23(12), 2597-2613
- [8] Ngambi, M. T., & Nkemkifafu, A. G. (2015). The impact of total quality management on firm's organizational performance. *American Journal of Management*, 15(4), 69
- [9] Nyamari, P. M. (2017). *Effect of Total Quality Management Practices on Operational Performance of Commercial Banks in Mombasa County, Kenya* (Doctoral dissertation, University Of Nairobi).
- [10] Ooi, K, Lin, B, Tan, B. & Chong, A. Y, (2011). Are TQM practices supporting customer satisfaction and service quality? *Journal of Services Marketing*, 25(6), 410-419
- [11] Wang, Y. & Lo, H. (2013). Customer-focused performance and the dynamic model for competence building and leveraging. *Journal of Management Development*, 22(6), 483-526