**GRADUATE PROJECT**

THE IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE AND CUSTOMER SATISFACTION IN HOSPITALS

**Submitted to the Lebanese International University**



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BY

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**DEDICATIONS**

I would like to dedicate this work to my number one supporter; my family. My father, mother, brother and sister were and still the source of inspiration to me at all times. They are the reason the person I have become today.

I would like to thank my friends and every instructor for their guidance, encouragement, care and support.

Finally, I would like to thank the one, a sacred person to me, who stood by my side and never left me in my ups and downs, encouraged me in exams and difficult times and brought the best of me.

To all of them, thank you for being always there for me.**ACKNOWLEDGEMENTS**

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In addition, I would like to thank the managers and the staff in hospitals (RaghebHarb, Al Najde, Ghandour) that were included in my study for their time and cooperation.

**ABSTRACT**

The aim of this study is to analyze the effect of Training & Development on the quality of employee performance and customer satisfaction. Interviews were a useful method to obtain detailed information about personal experience, perceptions and opinions and allow more detailed questions to be asked to hospital managers to find out the reason behind an effective training on employees, and its reflection in their performance and customer satisfaction. As well the researcher conducted several interviews with hospital’s stuff that in turn filled out a questionnaire to be analyzed through the SPSS program to show and prove the relation between training and development and enhancing employee performance and customer satisfaction to validate the hypothesis in this study.

As a result, the researcher begins with a theoretical problem and ends with empirical measurement and data analysis that prove that there is a positive relation between training and enhancing employee performance and customer satisfaction.

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**PART I**

**THE THEORETICAL FRAMEWORKCHAPTER 1: INTRODUCING THE GRADUATE PROJECT**

1. **INTRODUCTION**

“The quality of Human Resource is an asset to any organization” (Nadler, 1986).

One of the most important issues for all organizations no matter what it is their types is people. The reason is on having the right person in the right place at the right time (Lanz, 1988). This concept is the responsibility of human resources department which hires the most appropriate candidate who not only has the right qualifications but a personality that can blend well with the company’s structure. In hospitals, working in teams is one of the most important factors leading to success and to achieve this, recruitment and selection processes are vital in attracting and retaining high quality employees. Indeed the most important point here is that human errors are much more expensive in comparison to such assets like equipment, lands and buildings due to serious irreversible consequences.

Today the development of employees is achieved through effective training programs which lead to an improvement in employees’ performance, attitude and behavior.

Education and training are so closely intertwined that with the passage of time, the difference between them is getting clear. Nevertheless, these two terms are different in their nature and orientation. The purpose of training is to improve the performance and productivity of employees while the purpose of education is to develop a sense of reasoning and judgment. As well during training, a person learns how to do a specific task, unlike education which leads to learn general concepts. The employeewho takes training is said to have had some education and thus, there is no trainingwithout education.

“The amount, and quality of training carried out varies from organization to other due to factors such as the degree of external change, new markets or new processes, the adaptability of existing workforce and importantly the extent to which the organization supports the idea of internal career development” (Rothman and Thomas, 1994).

The objective of this research is to gain a better understanding of development and training importance in hospitals. In addition, this research will study the impact of the management on employees’ performance. Quantitative and qualitative research will be conducted to find out the factors and reasons that influence employees and push them to perform better and achieve their target.

* 1. **Research Problem**

Customer satisfaction and training are considered to be among the most important factors in business. When it comes to hospital sector, customer satisfaction level and training differentiates one hospital from another, thus enhancing employee performance by conducting trainings which have a direct impact on their performance and in return ensuring customer satisfaction.

* 1. **Objectives of the Graduate Project**

The main objective of this study is to show the importance of training programs and to detect their effects on organizational performance and customer satisfaction in the medical sector.

For this purpose, the researcher will study the training practices in Sheikh RaghebHarb Hospital, Al Najde Hospital and Ghandour Hospital in order to know the level of satisfaction of the employees regarding the training and customer satisfaction and their impact on performance.

* 1. **Research Hypothesis (If quantitative methodology is applied)**

H1 Hypothesis: There is relation between training and employee performance.

H01 Hypothesis: There is no relation between training and employee performance.

H2 Hypothesis: there is relation between method of training and employee performance.

H02 Hypothesis: there is no relation between method of training and employee performance.

H3 Hypothesis: there is relation between employee performance and customer satisfaction.

H03 Hypothesis: there is no relation between employee performance and customer satisfaction.

1. **OVERVIEW OF THE SECTOR/DOMAIN/ORGANIZATIONS**

An hospital is a health caring institution which strives to make people get well by undergoing certain injuries, making health tests, undergoing many types of x-rays to discover the type of disease and then taking the appropriate health care measures including medicines, vaccines and drips: all these in order to make people defend against the disease and get well soon which in return leads to patients’ satisfaction.

In the past, hospital activities were very limited. Private hospitals represent 85% from the total hospitals in Lebanon, while 15% are from the public ones.

The Lebanese system is dominated by the private sector which is responsible for 90% of all total services according to the WHO. Lack of regulation of the private sector drove the industry to have an oversupply of private hospitals clustered in one area.

The hospital sector suffers from distortions at different levels, including uneven geographical distribution of hospitals, dominance of inefficient small-size hospitals, limited supply of public beds and low occupancy rates.

Lebanon also has presently an oversupply of doctors, while having a shortage in nurses and basic help staff. Services are in general specialized and advanced and basic health services are underdeveloped, especially in rural areas.

**Overview of hospitals**

* **Sheikh RagebHarb Hospital**



Figure 1: Sheikh Ragheb Harb Hospital

**Your health is ours.** With this statement, Sheikh Ragheb Harb hospital introduced itself. Sheikh Ragheb Harb Hospital is founded and invested by Iran country in order to help the people in Lebanon. This hospital is found since 2003. Sheikh Ragheb Harb hospital is meant by helping also people who cannot pay the treatment of their health. Besides, SRH hospital is also registered in the Ministry Of Health in Lebanon. As mentioned above, Iran provides all equipment found in the hospital which is located in Nabatieh region, Toul city.

As in their mission they mentioned that their aim is to offer an affordable wide range of services covering multiple disciplines whilst concentrating on the development of human and technological resources with durable efforts to provide excellent medical, nursing and general services. For this reason, Sheikh RaghebHarb Hospital contains many departments for several diseases such as cancer diseases, environmental diseases, giving birth and so on.

* **Ghandour Hospital**

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Figure 2: Ghandour Hospital

Ghandour hospital is located in Nabatieh el Fawqa. Found since 1940 and it is meant by taking care of people’s health. Ghandour hospital undergoes several activities and has many departments.

Its location is very important, it is far from buildings and found between Nabatieh al Tahta and Nabatieh al Fawqa. As well its building has good standards but only it needs to enhance and work on its reputation since it is the factor that will attract patients, qualified staff, and recommendations from several referring physicians.

To become a leading hospital and distinguish itself in this competitive market, Ghandour hospital try to work on the healthcare domain encompassing all disciplines, where patient safety comes first; the priority is to develop a framework of distinctive administrative commitment and mutual trust with its patients and beloved community.

* Al Najde Hospital
* 

Figure 3: Al Najde Hospital

Al Najde Hospital launched its first operation in 1972 in southern Lebanon, an area targeted by Israeli shelling and suffering social and economic deprivation.

The centers and dispensaries of the hospital soon spread across the southern border.

The hospital received the license No. 224. Date of 28 June 1974.

In 1975, with the outbreak of the war and its spread and the collapse of public services, the social and health needs increased. The hospital established a number of clinics in various regions, reaching 45 centers in 1976.

During the years of the ongoing war, the hospital was able to overcome the security difficulties and sectarian divisions and maintained its presence in most areas of Lebanon, and was commissioned by the martyrs who fell during the duty.

After the end of the civil war, Al Najde Hospital changed its method of operation and made it not limited to the health field only. Several safety guarantees were created in its administrative body to include all the specialties of the civil development work like information affairs, social affairs, environmental affairs, cultural and artistic activities, education, training and studies, women and children affairs, human rights affairs. In accordance with the decision of the hospital to develop work to cover various aspects of civil work, the Association established many youth and social training centers in cooperation with international, regional and local organizations. The hospital was also classified as a public utility by Decree No. 5309 of 28 June 1994.

**CHAPTER 2: LITERATURE REVIEW**

**Overview of management**

Everyone can manage. “Management is the set of activities including planning, decision making, organizing, training, leading and controlling directed at organizational goals, resources with the aim of achieving organizational goals in an efficient and effective manner” (Griffin, 1997). Management is much important even in our daily life.

According to Weihrinch and Koontz (2005), “Management is the process of designing, implementing and maintaining an environment for efficiently accomplishing selected aims”. Therefore, there should be careful implementation for the process in order to achieve the drawn target and thus achieving the selected goals.

Management is about getting things done and completed through others. In return, those others can be organized as groups or individuals to achieve the company goals in the changing environment. Management is considered an indispensable institution for more social organizations drawn by technological innovations.

Not only organizations, but also when two or more persons should work together, they must set common goals by coordinating their activities besides to utilizing and organizing the needed resources to achieve the desired goals. Management achieved enviable importance nowadays. Effective management can lead to good products/ services and effective way of using the technology.

Lawrence A. Appley (1969) stated that “Management is giving human and physical resources into a dynamic, hard hitting organization until that attains its objectives to the satisfaction of those served and with a high degree of morale and sense of attainment on the part of those rendering the service”. Management guides both human resources and physical ones with high degree of morales to achieve the needed target.

“Management is a process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish the objectives by use of people and resources” said Georges R. Terry (1971). It is about business moving through continuous process of improvement and optimization of resources.

Management is the shoulders for holding all difficulties together. It is responsible for training, managing, controlling, staffing, leading and organizing to meet the needs of both the employees and the organization in the best and effective productive way.

“Management is the function in industry concerned with the execution of policy within the limits setup by the administration and the employment of the organization for the particular set before it” (Oliver Shedlon, 2003)

According to Terry (1971), “management is not people, it is activities like walking, reading, swimming or running. People who perform management can be designated as members, members of management or executive leaders”. Therefore, management is considered an organ that can be known through their functions, said Peter F. Drucker (1954)

McFarband(2016) defined management as “Management is defined for conceptual, theoretical and analytical purposes as that process by which managers create, direct, maintain and operate purposive organization through systematic, coordinated co-operative human efforts activities.

Kimball (2010) said that “Management embraces all duties and functions that pertain to the initiation of an enterprise, its financing, the establishment of all major policies, the provision of all necessary equipment, the outlining of the general form of organization under which the enterprise is to operate and the selection of the principal officers”.

1. Characteristics, roles and functions of management:
2. Characteristics of management:

Management should have the following characteristics to be successful:

* Economic resource

Management combines land, labor and capital which are considered factors of production. Inputs of labor, capital and land do not by themselves lead to effective production; they need the catalyst of management to come up with quality products and services. Therefore, management is the important and basic ingredient in every single organization (PahlWostl, 2007).

* Goal oriented

Management is fruitful activity. The extent to achieving the goal is considered a measure to determine the success of management. Therefore, management should be well defined to help in achieving the desired goals by different managerial levels, according to Medina (2014).

* Distinct process

Management consists of planning, organizing, staffing, training, leading, directing and controlling. Management relies on all of them to be successful and it cannot use or rely on only one process of them. (Koo, Lee & Lee, 2009)

* System of authority

Management presents system of authority ranging from a hierarchy of command and control. Managers in different managerial levels have different degree of authority. As manager receives higher levels, the level or degree of authority will increase and vice versa.

Therefore, authority helps managers to get their work done effectively (Sanprasect, 2010).

* Universal application

“Management is universal in character. The principles and techniques of management are equally applicable in the fields of business, education, military, government and hospitals”, said Long, Charles & Stephenson (2015).

1. Roles of management

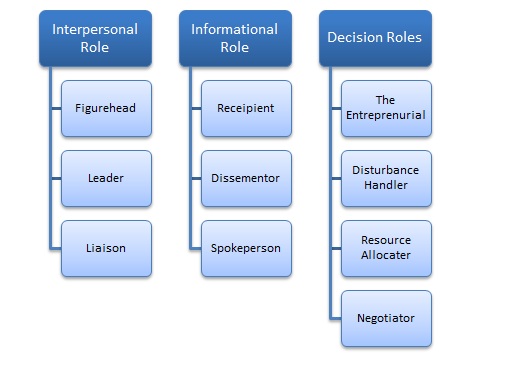


Figure 4: Management Roles

There are 3 roles of management varies according to the level of management of the managers:

* Leadership and interpersonal roles

Effective managers should have leadership features, in which leadership is the ability to link the vision as well as inspiring employees to achieve that vision. Usually top managers should have this characteristic to fulfill figurehead activities. Middle level managers can be leaders with some interpersonal roles (Graetz, 2000).

* Informational roles

This role is meant by sending and receiving information. With the availability of information on internet, top level managers find it difficult to distinguish between their personality and their corporate position. Middle level managers should determine type and what information to take from top ones and distribute them to lower levels. On the other hand, middle ones should determine what information to take from first line managers, (Fiet, 1996).

* Decision making roles

Every manager in the organization is ought to make decisions, but the decisions differ with the level of each manager (Homberg, 2012). According to Mintzberg (1990), there are 4 types of decision-making roles:

* Entrepreneur
* Disturbance handler
* Resource allocator
* Negotiator

1. Functions of management



Figure 5: Management functions

* Planning

Planning is the first step in and management function. When working in groups, people have to perform effectively, to do this they should plan well what to do and which activity to perform, by whom and when. Planning is concerned by assigning the future objectives and target to achieve.

Objectives should be drawn and set by top managers according to the vision, mission, purpose, both environmental and business factors and availability of resources. Objectives are then divided into divisional, departmental, sectional and individual objectives. Everyone in the organization should undergo planning function which determines their performance.

Planning involves:

* Determining objectives of short and long term.
* Developing both strategic and course of action.
* Formulating policies, rules and procedures.
* Organizing

Organizing involves coordinating the activities to be done that are set in the planning stage. In this stage, managers should determine the responsibilities and authority for performance and work. Every single manager should determine according to his/her position and level which activity to take and perform for achieving the desired goals. Organizing function leads to the structure of the organization including positions in the organization, determining tasks and responsibilities and providing authority responsibilities relationships.

Therefore, organizing is a mean to combine human, physical and financial resources for the purpose of achieving objectives. The main objective is to combine employees with certain interrelated tasks, (Bantz, 1989).

* Staffing

Staffing is an ongoing management function. After setting the objectives, strategies, rules, policies and activities, the second step is to determine who will perform these tasks to achieve the goals. In this step, the organization should recruit qualified ones to get things done (choosing the right person to the right place). Staffing has been recognized as a distinct function of management.

Staffing contains the following:

* Planning involves determining the number and kind of personnel.
* Attracting sufficient number of employees.
* Selecting the most adequate and right person.
* Placement, induction and orientation.
* Transferring and termination.
* Training and development.
* Directing

Leading is about directing employees to perform effectively and strive to achieve organizational goals. Certain jobs should be offered the needed clarification and explanation to provide guidelines for job performance. Directing includes some of the characteristics: communication, motivate leadership, (Darling, 2007).

* Coordination

“Coordinating is the function of establishing relationships among various parts of the organization that they all together pull in the direction of organizational objectives. It is thus the process of tying together all the organizational decisions, operations, activities and efforts so as to achieve unity of action for the accomplishment of organizational objectives. The manager should ensure that the organization has all parts coordinated, so moving together in their closely unit and adjusting activities, so linking, interlocking and interrelation, that they make a working unit, which is not a congeries of separate pieces, according to Darroch (2005).

* Controlling

Colleh (2005) said that “controlling is the function of ensuring that the divisional, departmental, sectional and individual performers are consistent with the predetermined objectives and goals. Controlling implies that objectives, goals and standards of performance exist and are known to employees and their supervisors. It also implies a flexible and dynamic organization which will permit changes in objectives, plans, programs, strategies, policies, organizational design, staffing policies and practices, leadership style and communication system for it is not uncommon that employees failure to achieve predetermined standards is due to defects or short comings in any one or more of the above dimensions of management”.

1. Training Steps

In order to perform work more effectively and efficiently, training is needed to help employees perform their tasks and fulfill them to accomplish any task. Training can help in adding more value and qualifications, authority as well as developing more skills.

1. Need assessment

The organization should detect any present and future challenges will face the organization before providing any training sessions. After that there should be determination and examination of any gap between the desired performance and the actual one. The need for training is much important whether individuals or as team groups. Analytical need is the starting step of every training program, (Grant, 2002).

1. Determining type of training program

The type of training should be determined according to the level and the gap that each employee may has. According to Phillips (2005), training can be:

* Team and individual training
* Technology
* Qualification training
* Managerial training

1. Identifying training program, goal and objectives

The first step here is to determine the objective of the training program including training materials, contents and learning theories to the results.

Many questions can be spilled down such as who will be the trainees? Who are the trainers? Are they enough qualified?

1. Feedback

Feedback is important to determine where you on the track, if you are working well or not. Feedback helps in changing the way work is done. Opinions can lead to creativity that can be changed or transferred into actions to reach the targeted objectives and goals (Sands, 2017).

1. Implementation of the training program

After assessing all the previous steps, it is time to turn ideas into actions and start working on them, here, the training should result in good outcomes.

1. Evaluation

“In this process, employees must rate the training sessions and whether they felt it useful or not. These rating or feedback must be put into consideration because they can spot the weaknesses of every employee or even the organization as whole and if they are controlled or managed for the next training session” (Feinstein, 1998).

1. Benefits of training
2. Increased job satisfaction and moral among employees

Organization that offers training makes employees feel that they are more appreciated and valued. The most important investment is investing in employees especially those of limited talents or skills to be more knowledgeable employees in the future. In this way employees will be more satisfied and will work hardly to achieve the needed target in the best image.

1. Increased employee motivation

Employees should be involved actively because in this way it will allow them to state their opinions freely and to share their thoughts with the surroundings and then feedback should be given. This quick feedback will lead to employee satisfaction, motivation and more self-interested. On the other hand, supervisors and managers must shed light on every employee’s strength.

1. Enhanced company image

According to Kamm (2015), “when always making training session, it creates an image for the outside businesses that this organization has qualified and knowledgeable employees that are always up to date to anything new in the market. This can provide competitive advantage over some small businesses”.

1. Greater productivity

Productivity will increase when the organization offers or provides the right training program to the right person to work more effectively and efficiently and thus increasing the market share. Training should refresh old information, adding both comfortable and new information.

1. Better performance

“Training when given wisely and precisely tend for employees to absorb as much information as possible thus an increase of performance will occur. It is how employees manage to understand their responsibilities and duties” (Caroll, 2014).

1. Removes fear of the employees

Employees will no longer have fear from anything because this fear will disappear when the employees feel that the organization is striving to help them acquire skills, knowledge and more experience.

1. Consistency

“Training and development ensure that employees have a consistent experience and background knowledge. It is also relevant to what the organization have of basic politics and procedures” (Keim, Zhang el al, 2009)

1. Training methods

* Technology based learning

Technology based learning is used in the organization when the last one uses technology to deliver skills and training ones. It can include emails, online tools, real time event.

* Simulating

Stimulates help employees to have greater awareness and more management skills. In this way employees will be ready for any changing situation whether it is accepted or rejected.

* On the job training

According to Foye (2017), “OJT is where employees practice the training session within the workplace. This is very helpful because every skill, knowledge and experience learnt is quickly put into action”.

* Coaching

Coaching helps employees to feel more confident and motivated. It helps employees by making them more qualified, reducing conflicts and having more communication to solve any appeared problem.

* Role playing

According to Winnicott& D.W (1953) “Role playing helps employees to understand the main role, task and responsibilities on real working conditions. It helps to learn, develop and improve skills or competencies for specific position”.

1. Types of training

* Induction training

Induction training is applied to new employees who entered the organization newly to get adopted with the organization culture and to have an idea how to perform their work and get it done. Induction training leads to saving in time and money, as well as turnover of employees. In this way employees may have greater opportunities to gather more information regarding type of work.

* Refresher training

Refresher training is applied for old or current employees to gain new bundle of skills to engage with the new technologies or in case of changing circumstances. Refresher training leads to more self-confidence, keeping employees plus updating the newest trends.

* Technical training

Technical training is used to develop, implement and maintain the important skills to use them for technology. Nowadays, the environment we live in it is technological world where technology dominates every single thing. These training skills will result of having more innovative and creative employees, (Sabin, 2008).

* Skill training

The forth type of training is skill training;Poldrack(2005) stated that “It is used to ensure that each employee or individual has the basic skills needed. For example, those who are in clerical positions, they must handle telephone calls, meet with customers and get engaged with them. So, it is important to ensure that this employee have the necessary skills for his/her position. Moreover, when facing certain problem, employees should face it with the appropriate action and needed skills so training is important because it stimulates strategic, systematic, creative and critical ways of thinking.

Skills include many forms such as oral, written, communication, presentation, thinking and so on”.

* Team training

The fifth type of training is team training which states how to work in teams or as group members. Team training leads to better performance and results instead of doing the work independently and individually. Team training has advantages such as:

* Better performance
* Building trust
* Managing time
* Managerial training

The sixth type of training is managerial training that helps employees to gain skills for being both manager and leader. Managerial training results in:

* Being more motivated
* Being more profitable
* Developing productivity
* Reducing workplace conflicts
* Safety training

According to Barat (2017), “In every organization there is safety training in order to ensure that employees are working in a safe environment. This training will prevent employees from any accident, injuries happening during time of work. Security training is also important such as having fire drills and other protecting methodology”.

1. How to train employees

* Focus on the needs

Focusing on the needs and not wants can help the organization save more time and money. Keeping focused is important to stay constant vigilance to determine the work to be done and the ways of doing the work without over bunding anyone. In this way, the organization can make sure that her buyers are satisfied and happy in the right place. Any business starts by looking for a certain need in the customers, it is important to understand customer’s needs for the expansion of the organization, (Witzburg, 2013).

* Concentrate on skills
* In order to concentrate on skills, you should first determine your task and clarify it,(Goold& Campbell, 1998)
* First you must determine what the task is
* Second, breaking or dividing the objective is important to determine the beginning as well as the ending
* Third, clear goal will help you easy start and to easy finish
* Forth, you will be able to concentrate on specific skill according to the divided goal

In this way, the employees will be more motivated and interested.

* Optimize your work environment
* Stop multitasking
* Overcome boredom
* Train your brain to concentrate
* Target results

Here it is important to target the gun on the results because the result should be effective training for employees that will result in higher performance and thus customer satisfaction. After concentrating on the skills, it is time to target the results that the company or organization like to achieve which may be higher performance and customer satisfaction or delight. (Lin & Lee, 2005)

* Consider team building

Building a team work is more effective and can result in higher outcomes when working together instead of each employee or individual work independently. Team work can lead to the cohesion of the group, reaching the target easier with no facing any difficulties and dealing of how to cope with each other.(Spinney, 2018)

* Train the trainer

It is important to train not only the trainees but also the trainer who will be responsible for delivering the training skills to the trainee and ensuring that everyone got the needed level of training. Besides, the organization has to make sure it has an expert’s trainer not anyone. (Harris, Chung, W et al, 2014)

* Seek feedback

It is important to get feedback from both the trainee and the trainer to ensure that the trainer has delivered the needed information or skills as well as to ensure that the employees received the information in the right way and effective manner which will help them to succeed, said Sands (2017).

* Reinforce training

There are some ways to reinforce training according to Balmer& Gray (2000):

* Mentoring: an excellent mentoring can leverage employees KSA by helping them to overcome certain situations they are facing. Mentors have to provide support, advice and guidance.
* Reinforcement programs: these programs are developed in order to make sure that reinforcement took place. Such programs are built on specific feedback loops and learning touch points. It may include:
* Feedback
* Content
* mobile
* On the job experience: it is necessary to create learning experience by creating strong learning culture. In this way, employees are able to determine the learning opportunities. On the job experience can offer some benefits:
* Realism
* Leadership
* Impact

1. Customer satisfaction

The success of any business depends on customer satisfaction. Customers should be considered in the first place when opening new business or organization. Satisfaction of the customers is key component and the main ingredient in any organization. Making the customers feel satisfied is not an easy task. Satisfaction means to feel the content purchasing the needed desire or want.

According to Rosnberg&Czepeil (2017) “Customer loyalty and satisfaction is vital for modern day business for two reasons. First, customers are scarce resources it is far easier to obtain from an old customer than from new one. Second, customer’s loyalty and satisfaction have a positive effect on the profitability revenues of the company”.

“With marketing, customer satisfaction also comes along with it which means it ascertains the expectation of the customer on how the goods and services are being facilitated by the companies. Actionable information on how to make customer further satisfied is therefore, a crucial outcome” (Oliver, 1999). To have maximum customer satisfaction, it is important to sell ideas after the necessary documents are completed.

Customer satisfaction is meant to evaluate the purchases and experience of certain goods or services over time, (Fornell, Johnson, Aderson, Cha &Bryant, 1996).

Customer satisfaction is dynamic and relative. Company’s goal should be customer centric to help improve satisfaction. Hill, Brierley& Mac Dougall(2003) said that “the company should be able to build trust with the customer so it is easy to get the feedback from the customers. This is how customer-oriented products or services could be developed”.

Keep in mind that satisfaction of the employee is more important before reaching the satisfaction of the customers. If employees are satisfied and have positive influence, they can lead to higher customer satisfaction level. According to Zeithal&Bitner (2003), “Customer satisfaction is influenced by specific product or service features and perception of quality, satisfaction is also influenced by customer’s emotional responses, their attribution natter perception of equity”.

Tao (2014) added “when the customer is satisfied with the product or service of the company, it can make the customers to purchase frequently and to recommend product or service to potential customers. It is impossible for a business organization to grow up in case the company ignores or disregards the needs of the customers”.

McDonlad& Keen (2000) said that “A relationship with customers is equally important in customer loyalty and this requires that company work in broader content that extends beyond itself, as no company can be world class at everything”. Gremler and Brown (1999) distinguished 3 groups of customer loyalty: behavior loyalty, intentional loyalty and emotional loyalty.

There are several factors that may affect customer satisfaction

* Cultural factors
* Social factors
* Personal factors
* Psychological factors

According to Abdullah (2012) “finding the loyal customer is not accessible even the customer seems to be satisfied with product or service. In fact, the behavior and attitude of the customer towards the particular goods and services matters the most. If the behavior of the customer is positive to the service holder, then those customers are said as loyal customers”.

**PART II**

**THE PRACTICAL FRAMEWORKCHAPTER 3: RESEARCH METHODOLOGY**

1. Quantitative or Qualitative research method used

To have a successful research, the researcher has to combine between two categories of research methods which are quantitative and qualitative methods. Both of these methods can be used even together or separate in one research.

Quantitative method is about using numbers and statistical calculations. According to Strauss and Corbin (1998) “Quantitative research means any type of research that produces findings not arrived at by statistical procedures or other means of quantification”. Cohen (2011) said that “quantitative research approach in its epistemological and ontological orientation regards human behavior as an object that can be controlled, thereby ignoring opinions and contributions as opposed to a qualitative approach”. In this type of research, variables are not known.

Quantitative research method finishes even with proving or not proving the hypothesis to be undertaken.

Quantitative methods begin with descriptive features. Descriptive analysis contains the following: observational studies, correlation research and survey research.

Bryman (2001) stated that “quantitative research approach is the research that places emphasis on numbers and figures in the collection and analysis of data”.

Qualitative research method, according to Denzin & Linclon (1994), “focuses on interpretation of phenomena in their natural settings to make sense in terms of the meanings people bring to these settings”.

Qualitative method includes many purposes such as descriptive, verification and evaluation.

Berg and Howard (2012) said that “qualitative method characterized as meanings, a concept, a definition, metaphors, symbols and a description of things”.

1. **DATA COLLECTION METHOD**

As mentioned above a combination of quantitative and qualitative methods is used by the researcher in collecting data.

Here, the qualitative way was clearly seen by conducting face to face interviews with the managers of the following hospitals: Mr. Ahmad Shakaroun from Al Najde hospital,Ms.RanaZhour fromGhandour hospital andMr.KassemBadreddine from Sheikh RaghebHarb hospital whom in return have helped in gathering the needed information regarding the impact of training on both the performance as well as customer satisfaction.

The quantitative research was clearly seen by distributing questionnaires to both the employees and the staff of each hospital mentioned before. Questionnaires are used to collect information quickly since they are inexpensive and easy to analyze from it.

1. Sources of data collection

The research includes primary and secondary sources of data. This was clearly seen when using the questionnaires, interviews and focus groups.

* Primary data collection
* Primary data collection is used to gather information by addressing the problem in a real time. The researcher gathers data by him/herself.
* This source of information is not analyzed or summarized
* Questionnaires and interviews are considered primary data collection
* Secondary data collection
* Secondary data collection is used to gather information analyzed by someone else.
* Secondary data is based on both primary and secondary sources
* The sources of information can be: books and internet

1. Interview with managers

Interview was done with manager of Al Najde hospital, Ghandour hospital and Sheikh RaghebHarb hospital to collect and analyze their opinion on the impact of training on employee and organizational performance and customer satisfaction.

During the interviews, all of the three managers were asked about how training can enhance organizational performance leading to customer satisfaction, what will be the consequences if training is not applied, time and place of training, methods of training applied to each hospital ending up with some recommendations on how training will lead to an increase in performance and customer satisfaction.

1. Questionnaire for employees

Questionnaires were distributed by the researcher in the three hospitals filled by the employees after they are requested to do that.

1. **STUDY LIMITATIONS**

The researcher focused on the effect of training on performance and customer satisfaction in Nabatieh region. The researcher faced some limitations which prevented her from analyzing certain findings:

* It is good to study all private sectors of the hospitals, but time isn’t helping to do such huge study.
* Having a teamwork is much better for more accurate information
* Some employees did not respond to applying the questionnaire
* The hospital may not cope with the researcher to finish the study

1. Validity

Validity is affected by the type of research whether quantitative of qualitative. Ukraintez and Blomquist (2002) spelled it “how well a test measures what it is purported to measure”. Bond (2003) said that “validity is foremost on the mind of those developing measures and that genuine scientific

Measurement is foremost in the minds of those who seek valid outcomes from assessment”.

1. Reliability

Golafshani (2003) stated that “the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”.

**CHAPTER 4: FINDINGS AND RESULTS**

1. **DATA ANALYSIS METHOD**

**Interview with the human resource manager at Al Najde hospital**

An interview was conducted with Mr. Ahmad Chakaroun, human resource manager at Al Najdehospital, to determine the impact of training on both performance and customer satisfaction. Mr. Chakaroun stated that Al Najde hospital includes 220 employees divided into 25 departments. Each unit or department has specific policies and procedures. Employees usually undergo three training sessions during the probation period to ensure that they have the needed knowledge, skills, abilities and qualifications according to the stated job description. Every candidate entering the hospital newly undergoes two manual training, one in human resources department and the other one in the department he/she will work in.

Mr. Chakaroun added that the orientation period at Al Najde hospital is considered training in an indirect way. Performance appraisal is done every month to evaluate and analyze the performance of every employee depending on the job description. The first orientation is considered as training on field, so employees or the newly ones can examine the way of doing and performing the work effectively which may lead to higher performance. Each department conducts appraisal for its employees.

Mr. Chakaroun stated that training the individual is important, which requires determining the gap and problem existing, then developing and building training plan to determine who needs training, by whom and the type of training. After this step, an annual appraisal should be conducted to determine if the employees have benefited from the training and whether he/she is performing effectively.

Mr. Chakaroun said that every year a training session will take place.

Each training session is conducted twice minimum to ensure that all employees attended the session. All employees with no exceptions should undergo training even if they have necessary or needed knowledge, skills and abilities. But if there is a group requesting for urgent training, here the human resource manager and the manager of the department conduct training for this group by determining the target of the group and what it should achieve.

Mr. Chakaroun stated that each year Al Najde hospital conducts 120 training sessions in order to improve the performance. Al Najde hospital usually uses discussions, seminars and presentations to conduct the training. After the training is conducted, direct monitor and competency test should be done for each employee.

**Interview with the manager at Ghandour hospital**

An interview was conducted with Ms. RanaZhour, manager at Ghandour hospital, to determine the impact of training on performance and customer satisfaction. Ms. Zhour stated that Ghandour hospital includes 30 employees divided on 10 departments. Most of the employees are from the female gender. Each department has it policies to follow.

Employees do not undergo training except for one time in a year if it is done. Even in the probation period, employees undergo only one-time training (orientation) before starting the work on field. In this on time training, the manager should determine each employee’s knowledge, skills, abilities and qualifications according to the job description.

Ms. Zhour added that there is a lack of training in Ghandour hospital. Of course after applying some training programs this will enhance the quality of service as well the hospital need to be innovated in order to be a good competitor in the market; it is a cycle when innovation takes place and employees take the training needed to be professional in using equipment this will attract more qualified employees and physicians and this will lead to satisfy customers and give them a better service.

But concerning the food and cleaning they are well delivered. Ms. Zhour commented that she is building a plan for training to improve both performance and customer satisfaction by gaining the trust of the customers after getting the acceptance of both the human resource manager and the general manager.

**Interview with the manager at Sheikh RaghebHarb Hospital**

An interview took place with Mr. KassemBadreddine, manager at Sheikh RaghebHarb hospital, concerning the impact of training on both performance and customer satisfaction. Mr. Badreddine said that performance appraisal is an important step to determine and evaluate the performance of each employee.

As the number of patients increases, the staff faces a pressure increase too, which leads to decrease in their performance leading to dissatisfied customers. Training in Sheikh RaghebHarb hospital tends to be annually depending on the needs of the training found.

All employees at Sheikh RaghebHarb hospital undergo pressure training in order to put the employees in tough situation and examine their acts and performance. On other hand, Mr. Badreddine stated that pressure training can be used also in case the employees failed to perform certain tasks effectively, so quick training will be needed.

Mr. Badreddine added that as the level of training increases, the customers will become satisfied more but there are certain exceptions in which the customers sometimes feel depressed, stressed and panic so they tend to be unsatisfied because they are sick. So, all these complaints are taken into consideration.

Mr. Badreddine added that there is two training. The first one is mandatory to all employees and applied once a year. Each training session contains 5 to 6 materials that are also mandatory. The second one depends on the existing need. Performance appraisal is done every month is order to evaluate the performance of each employee.

According to Mr.Badreddine, the nursing step is facing a lack in the number of nurses. Mr. Badereddine stated that they tend to use WhatsApp to share videos under the title of training with all employees, and the next day a post test is done to make sure that all employees have watched and learned the needed training skill.

Mr. Badreddine added that each training session is conducted once and all employees should undergo it with no exceptions. Individual training is important by determining the gap found and then offering the suitable training session. Sheikh RaghebHarb hospital usually uses both seminars and discussions to conduct training.

After training took place, direct monitor and competency test should be done for every employee. Mr. Badreddine stated that they get the customers’ feedback from both the hospital and the ministry of health.

1. **FACT FINDING RESULTS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Gender** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 35 | 35.0 | 35.0 | 35.0 |
| Female | 65 | 65.0 | 65.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Table 1:Gender

This table is related to the gender of staff, in which 35% are male and 65% are female. This means that the number of male employeesis smaller than those of the female.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Marital Status** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Single | 34 | 34.0 | 34.0 | 34.0 |
| Married | 60 | 60.0 | 60.0 | 94.0 |
| Divorced | 6 | 6.0 | 6.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |
|  |  |  |  |  |  |

Table 2: Marital status

This table shows that there are 38.33% single, 58.33% married and 3.33% divorced. This means that most of the respondents are married.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Age** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18 to 24 years | 60 | 60.0 | 60.0 | 60.0 |
| 25 to 33 years | 20 | 20.0 | 20.0 | 80.0 |
| 34 to 43 years  44 to 53 years  54 to 63 years  Above 64 years | 10  10  0  0 | 10.0  10.0  00.0  00.0 | 10.0  10.0  00.0  00.0 | 90.0  100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Table 3: Age

This table shows that 60 out of 100 are between 18-24 years, 20 out of 100 are between 25-33 years, 10 out of 100 are between 34-43 years, 10 out of 100are between 44-53 years.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **How often do you undergo training?** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid |  |  |  |  |  |
| Quarterly | 0 | 00.0 | 00.0 | 00.0 |
| Every six months | 10 | 10.0 | 10.0 | 10.0 |
| Once a year | 75 | 75.0 | 75.0 | 85.0  100.0 |
| Every two years | 15 | 15.0 | 15.0 |  |
| No specific schedule | 0 | 00.0 | 00.0 |  |
| Never | 0 | 0.00 | 00.0 |  |
| Total | 100 | 100.0 | 100.0 |  |

Table 4: period of training

10 out of 100 undergo training every 6 months, 75 out of 100 undergo every year and 15 out of 100 undergo training every 2 years.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **What are the methods do you prefer for training?** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Lectures | 0 | 00.0 | 00.0 | 00.0 |
| demonstration | 0 | 00.0 | 00.0 | 00.0 |
| Discussion | 60 | 60.0 | 60.0 | 60.0 |
| presentation | 20 | 20.0 | 20.0 | 80.0 |
| Seminar | 20 | 20.0 | 20.0 | 100.0 |
|  |  |  |  |  |
|  |  |  |  |  |  |
| Total | | 100 | 100.0 |  |  |

Table 5:methods of training

Hospital’s respondents prefer different methods for training. No one prefers lectures and demonstrations. 60.0% prefer discussion, 20.0% prefer presentation and 20.0% prefer seminar.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **How will you rate the quality of the training program/s for which you have participated?** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Very Poor | 0 | 00.0 | 00.0 | 00.0 |
| Poor | 0 | 00.0 | 00.0 | 00.0 |
| Average | 10 | 10.0 | 10.0 | 10.0 |
| Good | 40 | 40.0 | 40.0 | 50.0 |
| Very good | 50 | 50.0 | 50.0 | 100.0 |
| Excellent | 0 | 00.0 | 100.0 |  |
|  |  |  |  |  |  |
| Total | | 100 | 100.0 |  |  |

Table6: quality of training

10% said that the quality of training was average, 40% said that the quality was good and 50% said that the quality was very good.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **How relevant were the training you received to your work?** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Not relevant at all | 0 | 00.0 | 00.0 | 00.0 |
| Not relevant | 0 | 00.0 | 00.0 | 00.0 |
| Not sure | 10 | 10.0 | 10.0 | 10.0 |
| Effective  Very effective | 60  30 | 60.0  30.0 | 60.0  30.0  100.0 | 70.0  100.0 |
|  |  |  |  |  |  |
| Total | | 100 | 100.0 |  |  |

Table 7:relevancy of training

The training that the respondents received was 10% not sure, 60% effective and 30% very effective.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **In your opinion, do you think training has helped improve your job performance?** | | | | | |
|  | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Yes | 100 | 100.0 | 100.0 | 100.0 |
| No | 0 | 00.0 | 00.0 | 100.0 |
|  |  |  | 100.0 |  |
|  |  |  |  |  |  |
| Total | | 100 | 100.0 |  |  |

Table 8: improving performance

* **Regression:**
* **H1 Hypothesis**: There is a relationship between training (Dependent) and employee performance (Independent).
* **H01 Hypothesis**: There is no relationship between the training (Dependent) and employee performance (Independent).

The researcher needs to test if there is a relationship between the training for every employee and their performance.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .323a | .104 | .160 | 1.552 |

Table 9: Model Summary of H1

a. Predictors: (Constant), how often do you undergo training?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 30.578 | 1 | 27.780 | 14.900 | .000b |
| Residual | 120.718 | 80 | 2.340 |  |  |
| Total | 150.721 | 81 |  |  |  |

Table 10: ANOVA of H1

|  |
| --- |
| a. Dependent Variable: training |
| b. Predictors: (Constant), employee performance |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficients** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 3.230 | .825 |  | 5.355 | .000 |
| How often do you undergo training? | .213 | .057 | .412 | 3.501 | .000 |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Table 11: Coefficient of H1

* 1. Dependent Variable: training of employees

For R= .412, degree of freedom df= 80, from the coefficient B= 0.412, t= 4.150

Sig+ 0.00 < 0.05

* There is a significant relationship between the training and employee performance.
* Therefore, H1 is approved and H01 is rejected.
* **H2 Hypothesis**: There is a relationship between method of training (Dependent) and employee performance (Independent).
* **H02 Hypothesis**: There is no relationship between method of training (Dependent) and employee performance (Independent).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .432a | .410 | .140 | 2.442 |

Table12: Model Summary of H2

a. Predictors: (Constant), in your opinion, do you think training has helped improve your job performance?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ANOVAa | | | | | | |
|  | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 7.941 | 1 | 7.915 | 5.103 | .040b |
| Residual | 212.526 | 77 | 3.005 |  |  |
| Total | 136.998 | 78 |  |  |  |

Table 13: ANOVA of H2

|  |
| --- |
| 1. a. Dependent Variable: What method of training, in your opinion, is most effective and suitable one? |
| b. Predictors: (Constant), In your opinion, do you think training has helped improve your job performance? |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 3.151 | .856 |  | 2.851 | .002 |
| In your opinion, do you think training has helped improve your job performance? | 2.489 | .340 | .535 | 3.221 | .001 |

Table 14: Coefficient of H2

1. *a.* Dependent Variable*:* What type of training, in your opinion, is most effective and suitable one?

For R= .535, degree of freedom df= 77, from the coefficient B= 0.535, t= 3.221

Sig+ 0.001 <0.05

* There is a relationship between method of training and employee performance.
* Therefore, H2 is approved and H02 is denied or rejected.
* **H3 Hypothesis:** There is a relationship between employee performance and customer satisfaction
* **H03 Hypothesis:** There is no relationship between employee performance and customer satisfaction

The research needs to study the relationship between employee performance and customer satisfaction

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model Summary** | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .259a | .205 | .170 | .820 |
|  |  |  |  |  |

Table 15: Model summary of H3

a. Predictors: (Constant), in your opinion, do you think training has helped improve your job performance?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ANOVAa | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 7.472 | 1 | 8.812 | 14.001 | .001b |
| Residual | 39.754 | 70 | .950 |  |  |
| Total | 40.220 | 71 |  |  |  |

Table16:ANOVA of H3

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| a. Dependent Variable: does employee performance affect customer satisfaction? | | | | | | |
| b. Predictors: (Constant), In your opinion, do you think training has helped improve your job performance? | | | | | | |
| Coefficientsa | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 4.547 | .340 |  | 12.989 | .000 |
| In your opinion, do you think training has helped improve your job performance? | -1.235 | .405 | -.258 | -4.412 | .001 |

Table17: coefficient of H3

a. Dependent Variable: How will you rate the quality of the training program/s for which you have participated?

For R= -.258, degree of freedom df=70, from the coefficient B= -0.439, t= -4.412

Sig+ 0.01 < 0.05

* There is a relationship between employee performance and customer satisfaction.
* Therefore, H3 is approved and H03 is rejected.**.**

**PART III**

**GRADUATE PROJECT CONCLUSIONS AND RECOMMENDATIONS**

**CHAPTER 5: CONCLUSIONS & RECOMMENDATION**

1. CONCLUSIONS

All managers in every organization seek for ways and methods to improve the performance of all employees in order to enhance the performance of whole organization, and that was shown in the results of this study. Organizations gain their competitiveness through having the right resources starting from an effective recruitment and selection process. Therefore, well trained employees have a positive impact on the organizational performance.

Productivity of employees in hospitals can be symbolized by their performance, innovations, and ways to satisfy customer’s needs. And all that is related to the effectiveness of the selection processes at the beginning and then by training programs selected and applied every year. It is well shown that there is a direct relation between satisfaction of employee and satisfaction of customers.

To obtain the maximum benefits of training programs, motivation factors (salary, safety, promotions) can be used to meet the organizational goal and decrease the retention rate.

In this study, the importance of training and development in hospitals was highlighted to show the direct impact of employee’s performance on customer satisfaction. In addition, the importance of these practices increased the era of competition, environmental and geographical changes to be not limited in certain geographical area.

To be strong and present in the competitive market place, there is a continuous need for development and adaptation to cover the market needs and be superior in the field especially in medical fields where there is a lot of competitors. So implementing training and development programs on regular basis is vital to hospitals.

In this study, the bigger part pointed on importance of training and its impact on performance of every employee therefore the performance of the hospital as a whole. Even though if the hospital has the most suitable employees with perfect skills and knowledge and even with long experience in hospital sectors, there is always a need to adapt new trends, services and even equipment that facilitate the way of conducting work in order to cover all customers’ needs.

Every department in the hospital should select its needs and changes to be done and therefore selecting and implementing the training program that address these needs in order to let the employee to be completely ready to serve patients effectively.

On the other hand, when hospitals give the opportunity to its employees to attend any training program through lecture or seminar, in or out the hospital, this will considered to be a source of motivation that let them feel that the hospital is concerned with their career development and reach their highest level in performance potentials through gaining new skills and knowledge.

In addition, the pressure and fear from conducting new tasks and introduction to new products and services that takes place in any department in the hospital will be solved by simply applying training programs that provide employees with the needed skills and knowledge and abilities that will help them in dealing and mastering new tasks.

What is concluded here is to obtain an effective and high performance of any organization (hospitals) in our case and to gain the trust of customers to achieve high customer satisfaction, there is an obligation of implementing the right programs of training and development that satisfy the organizational needs and motivate employees in a regular basis.

1. **RECOMMENDATIONS**

As a result of the findings of this study as well the conclusion; here are some recommendations that would help in increasing the productivity and the customer satisfaction in Ghandour, al Najde and RaghebHarb hospitals if they adopt them:

* Since it is a cycle, so from the beginning the right fit between the candidate and vacant job will enhance the organizational performance.
* Retain employees that help in adding value for hospitals by setting right policies and incentives for each department
* Informing employees of the level of performance needed in a regular basis through competency tests.
* Employees that fail in the competency test are in need to be trained for not meeting the performance standards.
* Seminars are important to explain the gaps in the employee’s performance and the goals that should be achieved.
* Managers should be far from a bias when choosing an employee to be trained and send the one that need it the most.
* Post-training performance of employees is a major step to be taken by a manager to evaluate how much the training is beneficial to achieve the stated goal.
* Training programs should include all pre-identified gaps in skills and knowledge and should be rich enough to close all these gaps.
* The selected trainer should be highly skilled and has all information needed to be delivered and has the experience in the selected domain to make sure that the employee will get all information needed.
* Make sure that employees should be motivated to take the maximum benefit of the training programs that will affect their performance in different ways.
* Hospitals should believe that HR department has a vital role which one of its roles is the training and development and investing in this department will return the improvement in the organizational performance as whole.

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\_ Ahmad Shakaroun, human resources manager, may 3 2019

* RanaZhour, general manager, may 5 2019
* KassemBadreddine, human resources manager, may 6 2019.

**APPENDICES**

**APPENDIX A**

**QUESTIONNAIRE**

QUESTIONNAIRE FOR HOSPITAL’ S STAFF

Dear participants, you are kindly asked to fill out this questionnaire that handles the topic of effect of training on performance and customer satisfaction.

1. Gender

* Male
* Female

1. Marital Status

* Single
* Married

1. What is your age

* 18 to 24 years
* 25 to 33 years
* 34 to 43 years
* 44 to 53 years
* 53 to 64 years
* Age 65 or older

1. How long have you been working in this hospital?

* 1-2 years
* 3-5 years
* 6-10 years
* 11-14 years
* 15-20 years
* More than 20 years

1. How often do you undergo training?

* Quarterly
* Every six months
* Once a year
* Every two years
* No specific schedule
* Never

1. What are the methods of conducting training at your department?

* Lecture
* Demonstrations
* Discussions
* Presentation
* Seminar

1. Does the training methods used have any impact on your knowledge and skills?

* Yes
* No

1. How will you rate the quality of the training program/s for which you have participated?

* Very poor
* Poor
* Average
* Good
* Very good
* Excellent

1. Is it relevant the training you received to your work?

* Not relevant at all
* Not relevant
* relevant
* Effective
* Very effective

1. Do you think training you received leads to improve your job performance?

* Yes
* No

1. In your opinion, would you require more training for motivation towards performance improvement to enable you contribute to increased productivity?

* Yes
* No

**Appendix B**

Questionnaire for Customers (patients)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Questions : | strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
| The hospital’s staff are well qualified and have the skills and knowledge needed to serve our patients |  |  |  |  |  |
| The hospital’s staff are friendly and presentable appearance |  |  |  |  |  |
| The hospital’s staff are professional and willing to listen to your complains |  |  |  |  |  |
| The hospital’s staff respond directly to your needs |  |  |  |  |  |
| Overall, I am satisfied with the hospital’s staff: |  |  |  |  |  |

**APPENDIX C**

Interview questions

Question 1:How do you measure employee’s productivity in your hospital?

Question 2: Were there any changes in employee productivity during this period?

Question 3: On what you rely to specify the need of training?

Question 4**:** do you think that customer satisfaction is affected by the training conducting for your employees?

Question 5**:** there is continuous evaluation for employee performance during and after training period?

Question 6**:** do you encourage employees to perform such training and take the maximum benefit from it?

**APPENDIX D**

GRADUATE PROJECT INTERVIEW FORM

