

**EMPLOYEE WELFARE FACTORS ON THEIR PERFORMANCE AT  
ROADHOUSE GRILL, NAIROBI, KENYA**

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**December, 2020**

## DECLARATION

### CANDIDATE DECLARATION

This research project is my original work and has not been presented for any award of degree or for any similar purpose in any other institution.


Signature   
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Date 15<sup>th</sup> December, 2020

Hpm-G-4-0074-16

### SUPERVISOR'S DECLARATION

This research project has been submitted with my approval as the University supervisor.

Signature... 

Date ...11<sup>th</sup> December, 2020

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## **DEDICATION**

To my God Almighty who all things possible in His name, my source of inspiration, knowledge and understanding, I dedicate this project to thee. To my dear mom Margaret Mwandawiro, her loving words of encouragement, prayers, care and her reminder words that my success was for the entire family; my sincere dedication goes to her. I also dedicate this project to my loving dad Benson Otieno who has always motivated me during my studies.

## **ACKNOWLEDGEMENT**

I am grateful to Almighty God for giving me the strength to successfully conduct my project and for sustaining my efforts which many at times did oscillate. Special dedication goes to my project supervisor, Mr. Murimi Michael for the efforts and understanding he gave me so as to make my work successful.

There are so many people who have contributed towards the success of my studies and I cannot name all here but I am grateful that they have been part of my success.

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## **TABLE OF CONTENTS**

<b>DECLARATION .....</b>	<b>ii</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>TABLE OF CONTENTS.....</b>	<b>v</b>
<b>LIST OF TABLES.....</b>	<b>vii</b>
<b>LIST OF FIGURES .....</b>	<b>viii</b>
<b>ABBREVIATIONS AND ACRONYMS .....</b>	<b>ix</b>
<b>OPERATIONAL DEFINITIONS OF TERMS .....</b>	<b>x</b>
<b>ABSTRACT.....</b>	<b>xi</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.0. Introduction.....	1
1.1. Background of the study .....	1
1.2. Statement of the problem .....	3
1.3. Purpose of the study .....	4
1.4. Conceptual framework .....	5
1.4.1 General Objective.....	5
1.4.2. Specific Objective .....	5
Research Questions .....	6
Hypothesis .....	6
1.7 Significance of the study .....	6
1.7.1. Scholars.....	6
1.7.2. Roadhouse Grill Management .....	6
1.7.3 Employees.....	7
1.8 Scope of the study .....	7
1.9. Limitations of the study.....	7
<b>CHAPTER TWO .....</b>	<b>8</b>
<b>LITERATURE REVIEW.....</b>	<b>8</b>
2.0. Introduction.....	8
2.2 Employee welfare factors.....	8
2.3 Extent of employee performance.....	9
2.3. Relationship between employee welfare and their performance.....	10

2.4 Theoretical framework .....	11
2.5 Summary of identified gaps in the literature review .....	12
<b>CHAPTER THREE.....</b>	<b>13</b>
<b>RESEARCH METHODOLOGY.....</b>	<b>13</b>
3.0 Introduction.....	13
3.1 Research Design.....	13
3.2. Study area .....	13
3.3. Target population .....	13
3.4. Sampling Techniques .....	14
3. 5 Sample size .....	14
3.7. Research instruments .....	14
3.8. Validity and Reliability .....	14
3.9. Data analysis .....	14
3.11. Logistical and ethical considerations .....	15
<b>CHAPTER FOUR.....</b>	<b>16</b>
<b>DATA ANALYSIS, FINDINGS AND DISCUSSION .....</b>	<b>16</b>
4.1 Introduction.....	16
4.2 Response rate .....	16
4.3 Demographic information .....	16
4.4 Reliability analysis .....	17
4.5 Descriptive Statistics Results .....	18
4.6 Hypotheses Testing .....	18
<b>CHAPTER FIVE .....</b>	<b>20</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>	<b>20</b>
5.1 Introduction.....	20
5.2 Summary of Findings .....	20
5.3 Conclusions.....	21
5.4 Recommendations for practice .....	21
5.6 Suggestions for Future Research .....	21
<b>REFERENCES.....</b>	<b>22</b>
<b>APPENDIX 1: QUESTIONNAIRE.....</b>	<b>25</b>

## **LIST OF TABLES**

Table 4.1.1 Respondents' Demographics (Gender) .....	23
Table 4.1.2 Respondents' Demographics (Age)... ..	24
Table 4.1.3 Respondents' Demographics (Employee Type)... ..	24
Table 4. 2 Reliability Analysis... ..	25
Table 4. 3 Descriptive Statistics Results.....	25
Table 4.4 Correlation results.....	26

## LIST OF FIGURES

Fig 1.1: Conceptual framework . . . . .	5
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## **ABBREVIATIONS AND ACRONYMS**

KRC : Kenya Railways Commission

SPSS : Statistical Package for Social Sciences

## **OPERATIONAL DEFINITIONS OF TERMS**

**Employee-** refers to a person who works for another person of a business firm for payment of salary or wages

**Employee welfare-** Anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry

**Employee performance-** Is the extent to which employees are able to fulfill the mission of the workplace

**Extramural facilities-**are facilities provided for employees to cater for their outside or extra needs

**Intramural facilities-** are facilities provided for employees within the walls of a single institution or company.

## **ABSTRACT**

Employee welfare is an important phenomenon in any organization today since they play key role in the existence and growth of an organization, therefore their welfare is very essential. It is a mere waste when an organization only focuses on the efficient and high performance from its employees and do not bother on their benefits. This study specifically focused on the influence of employee welfare on their performance. Specific objectives were; to investigate, factors influencing employees' welfare at Roadhouse Grill, to identify the extent of employee performance at and to find out the relationship between factors influencing employee welfare and their performance. Descriptive analysis was used to analyze data for this study. The target population was 88 employees in all the four branches. 65 were drawn from the targeted population using the convenience sampling technique. Moreover, a self- administered structured questionnaire was also used to collect the data. Data was presented by use of charts and tables. Data entry and analysis was carried out after which correlation analysis and frequency and mean was applied to determine the inferential and descriptive statistics respectively. The results of the study revealed the existence of a strong positive (results) and significant correlation between transportation and employee performance as this acts as a motivation factor making employees to perform better in their work areas. There was also a positive and significant correlation between facilities and employee performance. Housing and employment performance have a positive correlation that is insignificant. The findings bring out the need to focus on employee transportation and facilities to enhance better employee performance.

## **CHAPTER ONE: INTRODUCTION**

### **1.0. Introduction**

This chapter introduces the study in the following format, the background of the study, statement of the problem, objectives, conceptual framework, significant of the study and limitations of the study.

### **1.1 Background of the study**

Employee welfare is defined as anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry (Chandra, 2017). It involves several employees' activities that are directed towards providing facilities and services in addition to employees' salaries or wages. Statutory and non-statutory facilities which include health facility, good workplace, proper working environment, healthy food and so on which help in motivation of the staff to achieve objectives (Sameer, 2015). In today's world of hospitality business, employees' performance is influenced by the welfare they receive, therefore, every hospitality field or organization, good practice of welfare always enable an organization to give out fruitful outcomes, increase productivity and motivate staff. Welfare factors are among the major present-day approaches that help to ensure an organization business success.

Kajorn, (2019) said that all organizations use promotion, benefits and pay to give assurance to those employees who perform better. Management of the companies frequently anticipates depending on the responsibility and the power of such workers and these expectations are usually different from company to company. According to Sakda, (2019), there is a direct link between employee performance and compensation practices.

For these reasons, several practitioners and researchers have devoted many years of study pertaining to this subject (Marr & Schiuma, 2017, Rateb 2019)

On another note, the current situation in the hotel industry is characterized by increased competition and consequently demands effective operational decision-making processes based on sufficient information on performance. As a consequence, the different services that usually play a vital role in hotels ought to be well analyzed and similarly their performance ought to be measured too. This is so true especially for the front-office services such as the direct customer relationship management and so is the back-office services, such as the facility management, which take place without direct interaction with the customer but are of the same importance (Gaurav & Hari, 2019). In any instance, there is an increased need for management tools and performance measurement that aid the assessment of the success of organizational objectives and the development of organizational strategies (Dorson, 2016) usually play important roles in hotels ought to be well analyzed and similarly their performance ought to be measured too. This is so true especially for the front-office services such as the direct customer relationship management and so is the back-office services, such as the facility management, which take place without direct interaction with the customer but are of the same importance (Gomez, Yasin and Lisboa, 2017). In any instance, there is an increased need for management tools and performance measurement that aid the assessment of the success of organizational objectives and the development of organizational strategies (Dorson, 2016). Considering the constraints and demerits of the traditional performance measurement systems, studies have been turning their focus towards developing integrated methods that would capture the non-financial facets of performance.

According to Bass & Anton, (2018); Jonathan, (2017); leadership is the most significant factor for examining the performance of employees. For the organization to be outstanding one, it needs to have an outstanding leadership that provides a model for growing organizations. Bunting, (2016) stated that, leaders become efficient when they influence their subordinates by effectively achieving the organizational objectives.

## **1.2 Statement of the problem**

An employee welfare factors in a certain organization is not only attracted because of the pays packages that are stated in the adverts when searching for a job, but also due to the beneficial factors that are attached to them. These benefits usually include transport, housing, medical, retirement benefits to name but a few. The attractions are the ones that constitute to achievement of the goals and objectives of an organization (Naveen Kumar, 2018) found out that, if workers are uncomfortable in their workplace, they will not be able to achieve their best since providing welfare facilities will increase the morale of employee.

Not only in the hospitality industry that employee welfare is looked upon but also sectors like the KRC that has the standard gauge railways (SGR) line for cargo transportation and passengers between Mombasa, the largest port in East Africa, and the capital city of Kenya, Nairobi. The major key role of the KRC is to provide transportation means of goods and services within Kenya and other East African countries. In meeting its main goals and objectives, the organization has identified the critical role played by its employees and therefore has catered for their welfare programs which has led to efficiency and effectiveness of its operations.

Locally, several studies have been done on welfare factors and employee performance. (Kuria, 2012) made a study in the flower industry on the effects of welfare programs of employees on job satisfaction of employees in the flower industry in Kenya and established its effects in

organizations within the flower industry. (Osebe, 2016) studied on the influence of employee welfare facilities on their performance at the Kenya judiciary systems in North Rift Kenya, the study established that there is a need to enhance on employee welfare facilities since they are likely to increase strategic organizational outcomes. The studies above reveal that limited studies have established employee welfare factors on their performance.

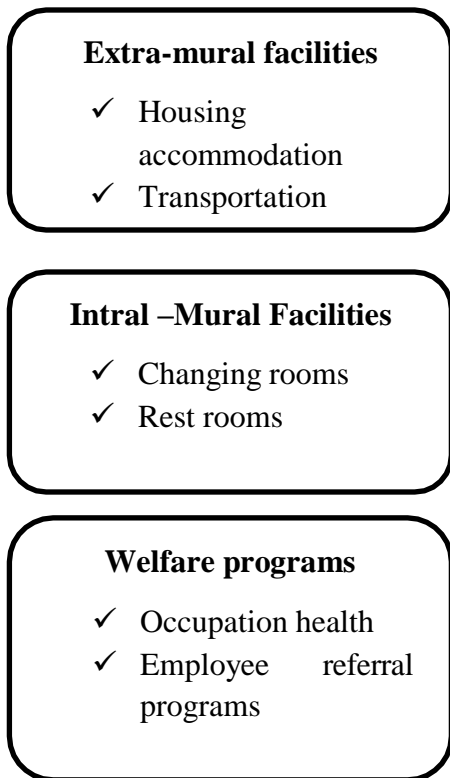
### **1.3. Purpose of the study**

This study sought to investigate employee welfare factors on their performance at Roadhouse Grill, Nairobi, Kenya.

## 1.4. Conceptual framework

### Independent Variables

#### Employee Welfare Factors



### Dependent Variables

#### Employee Performance

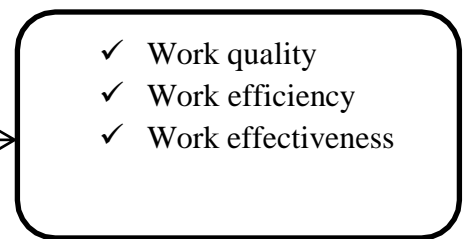


Figure 1.1 *Conceptual framework; employee welfare factors on their performance in RH Grill*

Source (Researcher 2020)

### 1.4.1 General Objective

The overall objective of this study was to examine employee welfare factors on their performance at Roadhouse Grill.

### 1.4.2. Specific Objective

- To identify employee welfare factors at Roadhouse Grill.
- To investigate the extent of employee performance at Roadhouse Grill.
- To determine the relationship between employee welfare factors and their performance at Roadhouse Grill.



## **Research Questions**

- i. Does an employee welfare factor affect their performance at Roadhouse Grill?
- ii. What is the extent of employee performance at Roadhouse Grill?
- iii. Is there a relationship between employee welfare factors and their performance at Roadhouse Grill?

## **Hypothesis**

*H<sub>0</sub>: There is no statistically significant relationship between employee welfare factors and their performance at Roadhouse Grill.*

## **1.7 Significance of the study**

### **1.7.1. Scholars**

Scholars will also benefit in terms of the contribution to the general body of knowledge in the broad area of Performance. This will not only enhance the understanding of factors influencing performance of employees in organization but also enable the development of further areas of research interest.

### **1.7.2. Roadhouse Grill Management**

Organizations are continuously trying to modify, endure, accomplish and impact. Nonetheless, they are not always effective. Apprehending what they can or should change in terms of improving their capability to achieve, such organizations conduct organizational assessments. This analytic tool can assist organizations to acquire valuable data about their performance, identification of important factors that support or deter their achievement of results and positioning themselves with respect to their competitors.

### **1.7.3 Employees**

Employees are able to track their performance by finding out if they have completed their errands that were assigned by their supervisor within specific period of time. Since individual good performance is a step towards the achievement of organizational aims.

### **1.8 Scope of the study**

The study focuses on employee welfare factors on their performance at Roadhouse Grill. It emphasizes on the extent of employee performance and factors that influence the behavior of employees at the place of work. The study was conducted in Roadhouse Grill, Nairobi.

### **1.9. Limitations of the study**

The study was limited to Roadhouse Grill and therefore findings from this study were done with caution.

The grill has got employees and employers who are both educated and others non-educated, the researcher tends to face this limitation by ensuring that the research tool is friendly and objective, as it will not discriminate on any respondent.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0. Introduction**

This chapter entails a review of related literature and is divided into three sections which include; employee welfare factors, extent of employee performance, and the relationship between employee welfare factors and their performance at Roadhouse Grill, Nairobi, Kenya. It also has the theory and the identified gap of the study

#### **2.2 Employee welfare factors**

Bandara, Abdeen & Disaratna, (2020) did a study to investigate the impact of employee welfare facilities and job satisfaction in Sri Lankan Hotels. The study aimed on four dimensions of employee welfare facilities such as medical benefits, retirement benefits, housing facilities and recreational facilities and their effect on their performance. It indicates that employee welfare facilities contribute to their job satisfaction therefore attaining their performance targets. The study contributes to policy; theory and practice by presenting the level of employee job satisfaction and the strategies that will uplift the satisfaction level.

Ellmer & Raichel, (2018) studied on organizational performance and employee welfare. The basic objective why this study was conducted was to measure the Impact of employee welfare on organizational performance at University of Salzburg. In conclusion, the study was conducted in Salzburg University which is not in Kenya and not based in the hospitality industry. The study is likely to find out the relationship between the above named variables and organizational performance of university of Salzburg.

### **2.3 Extent of employee performance**

Employee performance at the workplace is viewed as an integral part in making sure that the goals of the organization are fully met, therefore implying that the extent of this can either lead to positive or negative outcomes.

Beloor et,al, (2020) evaluated a study on job satisfaction and employee welfare in garment industries. It analyzes the impact of welfare facilities on job satisfaction working in the industry and also revealed that experience, educational level and salary of an employee has an association with job satisfaction. In conclusion, the current study attempts to determine whether the improvement in the welfare facilities leads to job satisfaction of employee.

Soni & Anju, (2011) study tries to establish how far welfare and financial factors motivate employees in an organization. The study also tries to determine the opinion of various employees towards the working life in an organization. In conclusion; the study evaluates factors on human resource and not other environmental factors that affect employees.

Tiwari, (2014) carried out a study on employee welfare facilities on employee efficiency at Telelink Limited. The study aimed in several welfare measures which include both statutory and non-statutory facilities. The study also indicated that employee welfare purpose is enriching employee life and keeping them happy and determined with their work which brings about to the organization. The study came to conclude that efficiency, effectiveness and employee productivity can be enhanced so as to accomplish the organization goals.

According to (Campbell, 2010), employee behavior shows the action that people depict to successfully complete a task in their jobs, and at that the outcome aspect shows the consequence of employee performance. Studies in the past have found that the employees get some given

quantity of perfection in the tasks that they have been assigned, and these employees try to adapt their attitude and behavior to the varied requirements of the roles they play in their jobs (Huang *et.,al* 2014). Baard *et,al* (2015) stated that an adaptive and effective job performance does require most of the ability of an employee to fully deal with work circumstances that are volatile. The performance of the employees to the full of their ability is not only dependent on their skills but also their effectiveness in carrying out their specified job tasks.

### **2.3. Relationship between employee welfare and their performance**

Waititu, Kihara & Senaji, (2017) studied the effects of employee welfare programs on employee performance. Stratified random sampling technique was adopted to obtain sample for the study. Questionnaire was used as a research instrument. Both qualitative and quantitative data analysis methods were used to analyze the data. The study concludes that employee welfare factors such as occupational health, succession plans, training and development and referral schemes have a significant effect on their performance. The findings of the study emphasize the need for the corporation to improve welfare of employees so as to boost their job performance. In conclusion, the study was in railways industry but not hospitality, was purely on physical and mental factors and ignored other factors. The current study was done in the hospitality sector have other factors on employee performance.

Kurup & Rishi, (2016) studied employee welfare and appraisal practices whose aim analyses the impact of employee welfare on appraisal practices. Data was collected through self-administered survey questionnaires. The study targeted a population working in different insurance companies of Central India. Simple random sampling is used for collection of data from 300 employees. The results of the study revealed that employees were satisfied with the appraisal methods as

they effectively contributed to employee development. The study concluded that the appraisal practices play a very important role in the overall development of an organization.

Keitany (2014) in a study at Kenya Pipeline Company discovered that employee welfare activities did indeed have an impact that is positive on the performance of the employees. The objective of the study was to determine the relationship between employee welfare programs and employee performance. The research adopted descriptive research design and sampled using stratified sampling technique. The findings of the study evaluated that employee programs such as sports facilities, provision of pension scheme, rooms for meetings, availability of social clubs and many more have positive impact on employee performance. In conclusion, the study contributed knowledge useful in attaining a competitive advantage and employee improved performance.

Tiwari, (2014) carried out a study on employee welfare facilities on employee efficiency at Telelink Limited. The study aimed in several welfare measures which include both statutory and non-statutory facilities. The study also indicated that employee welfare purpose is enriching employee life and keeping them happy and determined with their work which brings about to the organization. The study came to conclude that efficiency, effectiveness and employee productivity can be enhanced so as to accomplish the organization goals.

From the reviewed studies, it is clear that the studies were conducted in other sectors such as manufacturing, transport; only one was in hospitality industry. Therefore, this current study was conducted to analyze more factors considered on the welfare of employees.

## **2.4 Theoretical framework**

This study was informed by the following theory:

## **1. Functional Theory**

Also known as efficiency theory of labour welfare implies that welfare facilities are provided in an organization to make workers more efficient. If employees are fed properly, clothed adequately and treated kindly, and if the conditions of their work are congenial, they will work more efficiently. This theory is adapted in this study since welfare services affect performance of employees in an organization. Workers will obviously tend to be more efficient if their welfare is taken good care of by their employers. According to this theory, welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of employee performance. It is a relevant theory as it informs this study by emphasizing on the need to always ensure that the employee's welfare is considered in the quest to get good job performance leading to an increase in profitability in an organization. This theory best fits this study which seeks to determine the performance of employees in Roadhouse Grill

### **2.5 Summary of identified gaps in the literature review**

From the above reviewed literature, it is evident that employee welfare is the key objective in every organization; therefore that gap between employee welfare and their performance need to be bridged to ensure there is a relationship that is long lasting between the employers and employees which will in a positive impact on the employees' performance. The above reviewed literature is not centered on hospitality outlets, thus this study will look into how employee welfare can affect their performance. From the reviewed studies, it is clear that the studies were conducted in other sectors such as manufacturing, transport; only one was in hospitality industry. Therefore, this current study was conducted to analyze more factors considered on the welfare of employees.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter comprises of research design, study area, target population, sampling techniques, sample size, measurement of variables, research instruments, validity and reliability, data analysis and ethical considerations.

#### **3.1 Research Design**

A research design provides a fundamental direction for conducting a study (Hair, Money, Page & Samuel, 2007). This design did not only analyze the inter-relationships between variables (dependent and independent variables), but also provided information concerning the degree of relationship between the variables being studied (Mugenda & Mugenda, 2007) therefore, the study used cross-sectional survey design.

#### **3.2. Study area**

The study was carried at Roadhouse Grill in Nairobi, Kenya. Roadhouse grill is restaurant that provides food and beverage services to its customers.

#### **3.3. Target population**

Road House Grill has four branches of restaurants in the following areas, Kilimani, Hurlingham, Upper hill and Karen each having 20-22 employees. The target sample was 88 employees from all the four branches.



### **3.4. Sampling Techniques**

The study used convenience sampling method because the researcher was not in control of the employees that are employed in the grill. Whoever was present during the one week data collection period was sampled.

### **3.5 Sample size**

A sample size represents the whole population with the relevant characteristics. The target sample was 88 employees.

### **3.7. Research instruments**

A researcher needs has to come up with instruments which are used to collect data (Mugenda & Mugenda, 2003). Questionnaires were used to collect data from selected sample size because they are easier to analyze, easy to administer and economical in terms of money.

### **3.8. Validity and Reliability**

According to Mugenda & Mugenda, (2008) validity refers to the accuracy and meaningfulness of inferences, which are based on the research results. Reliability refers to measure of degree to which a research instrument yields constant results after repeated attempts (Mugenda & Mugenda, 2003) so as to assured, valid constructs from previous studies was used. Reliability was ensured by carrying out a Cronbach's Alpha test to check on the internal consistency of the items in the questionnaire.

### **3.9. Data analysis**

After collecting all the questionnaires, the data was processed and analyzed. Following this step, coding, data entry, screening and data transformations were performed in order to facilitate data analysis using Statistical Package for Social Sciences (SPSS). The study used descriptive type of

analysis to clarify and describe the characteristics of the variables of interest in the situation (Bougie, 2010) by use of aspects as mean and mode, after which correlation will be carried out to complete inferential statistics.

### **3.11. Logistical and ethical considerations**

Logistics refers to the activities a researcher must carry out so as to ensure successful completion of the project (Mugenda & Mugenda, 2014). Ethics deals with ones conduct and acts as a guide to one's behavior. The researcher obtained permission and approvals from the school of hospitality and tourism Greta University and the managers at Roadhouse Grill. High levels of confidentiality were maintained to ensure that questionnaires are filled without any fear by the respondents.

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents data analysis and the interpretation of findings. In order to analyse the structured sections of the questionnaires, content analysis technique was used. Quantitative data was analyzed using various descriptive methods. Thereafter, frequencies of responses were filled and the results were tabulated in, (Neumans, (2000). Inferential statistics was carried out to enable a determination of the relationships between the variables of the study.

#### 4.2 Response rate

A total of 65 questionnaires, as the research tool, were distributed to the various employees of the Road House Grill and bar branches. All the 65 questionnaires were returned yielding a 100% response rate. However, from the total questionnaires returned, 5 had data that was not complete and at such they were obsolete and discarded, leaving only 60 useful ones.

#### 4.3 Demographic information

**Table 4.1.1 Respondents' Demographics**

	Frequency	Percent	Cumulative Percent
Valid	Male	31	51.25
	Female	29	100.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>
Total	100	100.0	

Table 4.1.1. represents the descriptive statistics of this study's respondents in which 51.8% (31) of the total respondents were male whereas 48.2% (29) were female.

	Frequency	Percent	Cumulative Percent
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Valid	Below 20	8	13.1	13.3
	<b>21-30</b>	27	44.3	58.3
	Above 30	25	41.0	100.0
	Total	60	98.4	
Total		60	100.0	

Moreover, 27(44.3%) of the respondents were between the age of 21-30, 25 (41.0%) in the age of above 30 while only 8(13.1) were in the age bracket of below 20 as the demographics for the full time employees lay at 45 (73.8%) and the casuals at 15 (26.2%).

**Table 4.1.3 Respondents' Demographics**

		Frequency	Percent	Cumulative Percent
Valid	Fulltime/permanent	45	<b>73.8</b>	75.0
	Temporary/casual employee	15	26.2	100.0
	Total	60	100.0	
Total		60	100.0	

73.8% of employees are on permanent basis and only 26.3 % are on contract.

#### 4.4 Reliability analysis

Cronbach's Alpha test was conducted by the researcher with the aim of finding out the internal consistency of the variables as have been used in this study as indicated in table 4.5 below:

**Table 4. 2: Reliability Analysis**

Scale	No. of Items	Cronbach's Alpha ( $\alpha$ )
Housing	4	0.602
Transportation	4	0.637
Occupational health	4	0.643
Changing & rest rooms	4	0.625
Employee Referral program	4	0.613
Employee Performance	3	0.630

All the constructs above did return a Cronbach's Alpha coefficient that was greater than the minimum (0.60) indicating that there were strong correlations amongst the inter-items of the scales. This therefore ascertained that the variables and its constructs were reliable hence paving way for further data analysis.

#### 4.5 Descriptive Statistics Results

This section presents the descriptive results of the study constructs and has been shown in the table below (table 4.3)

**Table 4. 3: Descriptive Statistics Results**

	<b>Mean</b>	<b>SD</b>	<b>N</b>
Housing	3.40	.485	60
Transportation	3.82	.325	60
Occupational health	4.13	.423	60
Changing & rest rooms	3.65	.315	60
Employee Referral program	4.25	.436	60
Employee Performance	4.08	.253	60
<b>GRAND MEAN &amp; SD</b>	<b>3.89</b>	<b>1.496</b>	

With a grand mean of 3.86 and a standard deviation of 1.486, it is clear indication that the respondents agreed with the items in the variables (Housing, Transportation, occupational health, changing & rest rooms, employee referral program and Employee Performance) as these means are above 3.0.

#### 4.6 Hypotheses Testing

Table 4.4 below exhibits the correlation results of the study hypothesis testing as was conducted by the researcher. The entire four hypotheses were tested using the Pearson Correlation to find out the inter-relatedness of the items being tested a confidence level of 99% as presented below:

**Table 4.4 Correlation results**

	<b>Correlation</b>	<b>P-value</b>	<b>Decision rule</b>
Employee welfare factors	0.54*	.000	<b>Reject</b>
Employee performance	0.68*	.000	<b>Reject</b>

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

Table 4.4 above demonstrates positive correlations. Since a confidence level of 99% was set, the results were only significant at the 1% ( $p < .001$ ). The hypothesis was rejected since the correlations between employee welfare factors and employee performance were greater than the P-value, they were maintained.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary of the findings as in chapter four, conclusion and recommendations based on the data analysis and findings.

#### 5.2 Summary of Findings

Through inferential statistics by correlation analysis of the data collected, major findings have been brought about as a result. It has been revealed through the findings of the study that employee welfare factors and employee performance have a strong positive and significant correlation as this acts as a motivation factor making employees to perform better in their work areas. Several studies have been conducted on employee welfare factors and facilities that reveals the conclusion of the findings. Bandara, Abdeen & Disaratna, (2020) who studied the impact of employee welfare facilities and job satisfaction in Sri Lankan Hotels. The study contributes to policy; theory and practice by presenting the level of employee job satisfaction and the strategies that will uplift the satisfaction level. It indicates that employee welfare facilities contribute to their job satisfaction therefore attaining their performance targets.

Ellmer and Raichel, (2018) study on organizational performance and employee welfare, the basic objective why this study was conducted was to measure the Impact of employee welfare on organizational performance at University of Salzburg. . The study find out the relationship between the above named variables and organizational performance of university of Salzburg. Therefore, most studies have indicated kind of strong positive and significant correlation.

### **5.3 Conclusions**

The following conclusion was drawn from the study findings: Employee welfare factors have a positive correlation with employee performance since it has a strong positive correlation and is highly significant.

### **5.4 Recommendations for practice**

Given the study conclusions above, below are the recommendations for practice: The Road House Bar and Grill Restaurant management should come up with a system to foster and put into practice employee transportation and through providing transport allowance as well, to motivate the employees and also improve their work performance. The changing room and rest room facilities should be properly and periodically maintained throughout to ensure employee satisfaction and thus enhance an improved employee performance. Though insignificant, occupational health shouldn't be overlooked as this may become a crucial determinant of employee performance as the restaurant keeps growing and getting bigger with time.

### **5.6 Suggestions for Future Research**

Further research can be done, under the same area of study, but focussing on a different geographical scope, and also in a fully-fledged hotel rather than a restaurant as the findings of this study cannot be generalised to touch across all hospitality establishments. Other factors of employee performance should be incorporated in a similar study topic to try and better understand what affects the performance of employees in the hospitality sector.



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## APPENDIX 1: QUESTIONNAIRE

### Part 1 Bio data

Please tick or cross where appropriate.

1. Gender

Male [ ] Female [ ]

2. Your age

Below 20  21-30  Above 30

3. Type of customer

First time

Repeat guest



In this part, tick in the box as per your views. The numbers entail:

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Slightly Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

<b>A</b>	<b>EMPLOYEE WELFARE FACTORS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Housing for employees is conducive and helps in employee performance					
2	I feel comfortable while using transportation at Roadhouse Grill					
3	Health and safety of employees at Roadhouse Grill are of priority					
4	The changing rooms and rest rooms in Road House bar and grill are efficient and clean in enabling employee job performance					
<b>B</b>	<b>EMPLOYEE PERFORMANCE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Extramural facilities affect efficiency					
2	Intramural facilities affect efficiency					
3	Welfare programs affect efficiency					
4	Extramural facilities affect effectiveness					
5	Intramural facilities affect effectiveness					
6	Welfare programs affect effectiveness					
7	Extramural facilities affect quality					

8	Intramural facilities affect quality					
9	Welfare programs affect quality					