

**EFFECTS OF KITCHEN SAFETY ON STAFF PERFORMANCE OF 3-STAR
HOTELS IN SIAYA TOWNSHIP, KENYA**

ODHIAMBO MERCYLINE JULU

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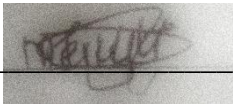
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY AND
TOURISM IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF BACHELOR OF SCIENCE IN HOSPITALITY
MANAGEMENT OF GREYSA UNIVERSITY**

JUNE 2021

DECLARATION

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

Signature: _____



Date: 14th Dec 2021

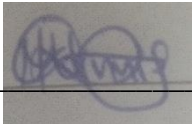
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DEDICATION

I dedicate this work to my family for their financial, academic and prayer support while pursuing my further studies. Thank you very much.

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ABBREVIATION AND ACCRONYMS

OHS- Occupational Health and Safety

PPE- Personal Protective Equipment

TPB- Theory of Planned Behavior Constructs

OPERATIONAL DEFINITION OF TERMS

Kitchen Safety Measures – It refers to hazards noted in the kitchen and steps taken to ensure those hazards are minimized to protect employees while performing their daily tasks.

Staff Performance- It refers to achieved results due to application of the kitchen safety and health measures.

ABSTRACT

It has been reported that there are 5000 death-related work injuries in the hospitality industry and the main ones being in the kitchen and housekeeping department. Although training is sometimes offered, working environment needs an effective implementation of safety measures to improve the employees' performance. Therefore, this study purposed to examine the effects of kitchen safety on staff performance. The objectives were to assess the work safety policies on the staff performance in fast food outlets, to evaluate the work environment on the staff performance in fast food outlets and to examine the employees' perception on the staff performance in fast food outlets. The study used Theory of Planned Behavior Constructs. The study was located in Siaya Town. The descriptive survey design was used. The study targeted three-star hotel managers and kitchen employees. The target population was 30 hotels and a sample size of 10 three-star hotels was used. Simple random sampling technique was used to select participants. The survey instrument included questionnaire and interview schedules. Data was analyzed quantitatively. The study noted that there were work safety policies in place to direct employees while working. In addition, conducive working environment enabled employees to work effectively and minimize accidents and its occurrence. Finally, employees have different perceptions on how kitchen safety affected their performance. Hence, there is need for the government agencies to enlighten employees on the existing policies that safeguard their rights and ensure they are protected and their safety is assured.

Key words: Kitchen safety, staff performance, employee perception, work safety policies

CHAPTER ONE: INTRODUCTION

1.0 Introduction

The chapter highlights the background to the study, statement of the project, purpose of the study and conceptual framework. The chapter also discusses the objectives of the study, research questions and significance of the study. The chapter further highlights the scope and limitation of the study.

1.1 Background to the Study

According to Focus report in 2016, British Columbia service sectors have witnessed employees' injuries and diseases which were work-related and had affected the quality offer of services and general performance of the service industry. It was reported that about eight thousand and nine hundred workers are injured in every year in Columbia and five thousand workers die globally in every year. There is need for hotel and employees to prioritize the employee safety by minimizing and precluding workplace injuries by paying more to their safety.

A work-related injury may cost the hotel and restaurant more than expected. When work activities are not appropriately controlled and monitored, they will be risky to the employees' health and safety. If work-related injuries are reported, they impact organization in terms of loosing workforce productivity, production losses and economic cost. Some of the reported work-related injuries in Malaysia include burn, serious cut, broken bones and scalds to strain (Nam News Network, 2015).

Burke and Signal (2014) argue that safety in the workplace is influenced by different parameters such as work safety policies in existence, employee safety notion, belief and attitude of employees, work environment, safety policy measures as established by parliamentary acts among others. According to Occupational Safety and Health Administration (2017), common kitchen hazards are heat, burn, scald, and fall. These hazards are related to poorly maintained tools and equipment, and work environment. The difficult task of cooks in the kitchen is working in a poor condition, too many hours, deteriorating physical workplace conditions, poor work schedules.

According to Whittam (2018), argues that effective application of Kitchen safety measures reduces work injuries and treatment related costs for injuries. This makes employees become productive and minimizes leaves related by work accident which leads to loss of valuable time that could have been used in seeking medication. In a case done in America, it was noted that kitchen hazards are hot surfaces, sharp implements, harmful substances and electrical and gas equipment. There is need for employees to dry the wet floor, to avoid slips, falls and trips. Whittam (2018) also avers that when employees have effective safety measures, precautions will be done when handling sharp utensils, careful while handling utensils with hot liquids to avoid burn and scald and even handling certain foods which causes skin problems such as dermatitis and eczema. There is need to perpetually have safety measures where employees will always refer while working in the kitchen for precaution and safety (Whittam, 2018). According to Kannan Ramaraj (2013) argue that for the wellbeing of the employees in all department, there is need to have various hotel signs for accident prevention, danger, safety instruction, and caution.

Abubakar (2017) discovered that there is a strong correlation between employees' performance and quality health and safety measures. An employee been harmed by working tools and in a poor working environment, will not discharge duties according and will slow down the performance hence the desired organizational goal would not be achieved. There is need for training employees on occupational safety, compensating harmed employees at work and reinstating them back once they have recovered and improving working conditions (Abubakar, 2017).

In Kenya there have been several legislations in relation to Occupational Health and Safety (OHS). Since 2007 there have been tremendous changes regarding occupational safety such as Workman Compensation Act, OHS Act, Medical examination rules, Noise Prevention and Control Rules, Fire Reduction Rules, Hazardous Substance Rule. Since then there have been health and safety education in organizations for the wellbeing of the employees and observe all precautions in the workplace to minimize accidents and injuries (Afumbwa, 2015).

1.2 Statement of the Problem

Cherono (2017) affirms that fast food outlets are mushrooming at a high rate due to growing number of customers in urban centres. However, some establishments are not fully aware of the safety measures of the employees and have exposed employees to various hazards. Due to job insecurity and turnovers, employees may injure themselves while working and go undetected due to fear of being sent home for recovery with no pay (Loewenson, 2015).

It has been reported that there are 5000 deaths related to work injuries in the hospitality industry and the main noted have been in the kitchen and housekeeping department. Sometimes training is offered however the working environment is still wanting for effective implementation of safety measures to improve the employee's performance (Focus Report, 2016). According to Cherono (2017), while focusing on occupational accidents in hotels within Eldoret town affirmed that hotels were observing safety measures within the departments. However, there were accidents which had occurred and were not reported and recorded. Other work-related injuries had led to loss of employment with no compensations. Different kinds of injuries and health implications occur in workplaces where food is prepared and served, such as heat stress, strains, scalds, serious burns, lacerations, fractured bones and amputated limbs/fingers due to the kind of machinery and equipment used in these areas (e.g., knives, slicers, deep fat fryers, mincers, mixers, ovens, steam equipment etc). The makes employee to have minimal productivity as the staff focuses on his/her injuries and not the work, eventually the worker performance decreases (Afubwa, 2015). Thus, this study examined the effects of kitchen safety on the staff performance in Siaya Township.

1.3 Purpose of the Study

The study sought to establish the effects of kitchen safety on the staff performance of 3-star hotels in Siaya Township.

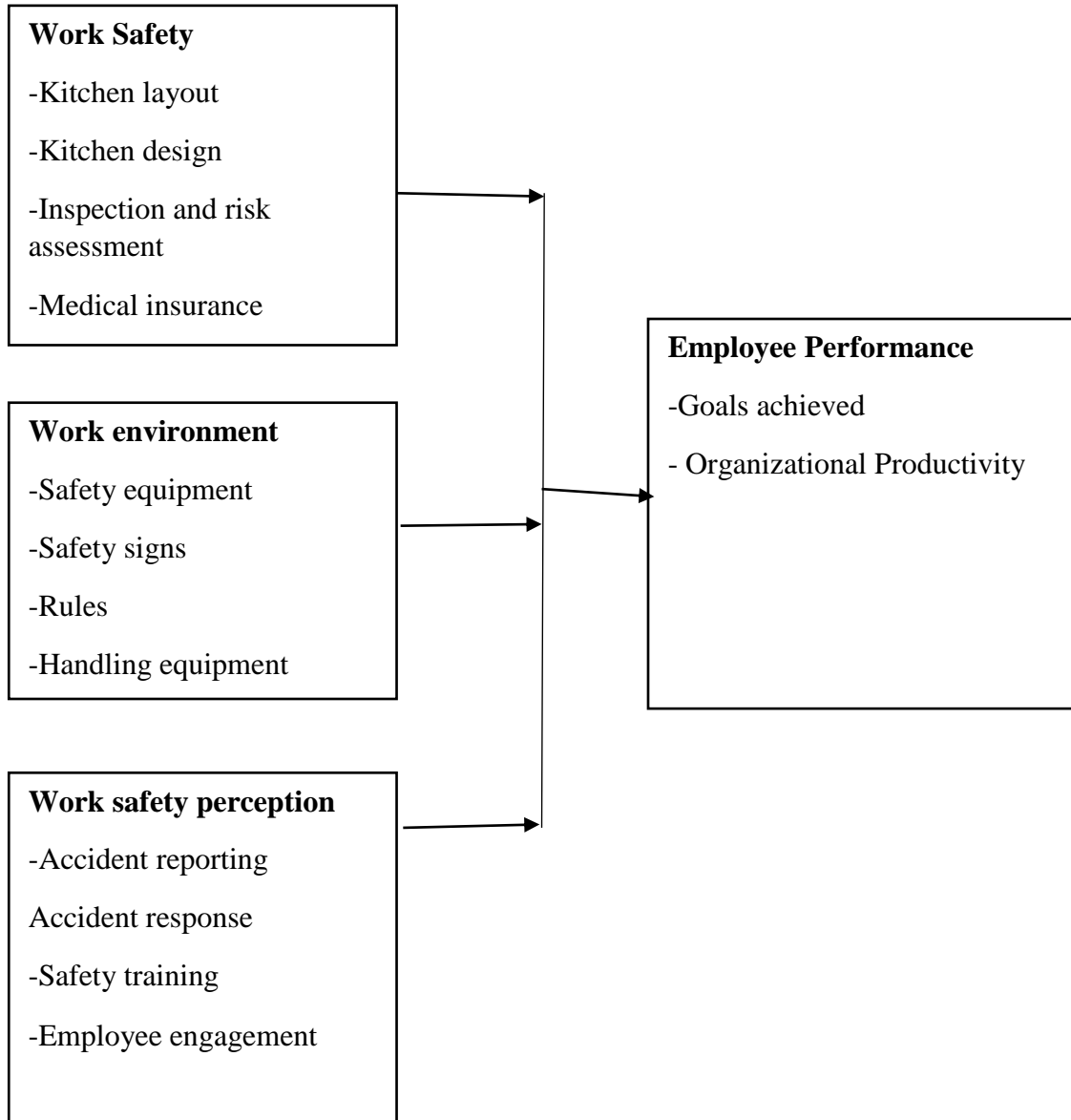
1.4 Conceptual Framework

Independent variables

Dependent variable

Kitchen Safety

Staff Performance



Source: *Adopted from Burke and Signal (2014)*

Figure 1: Conceptual Framework

1.5 Research Questions

1. How does work safety affect staff performance of three-star hotels?
2. How does work environment affect staff performance of three-star hotels?
3. To what extent does the work safety perception of employee affect staff performance of three-star hotels?

1.6 Objectives of the Study

1.6.1 General Objective

To examine the effects of kitchen safety on staff performance of three-star hotels in Siaya Township, Kenya.

1.6.2 Specific Objectives

1. To assess the effects of work safety on staff performance of three-star hotels in Siaya Township, Kenya.
2. To evaluate the effects of work environment on staff performance of three-star hotels in Siaya Township, Kenya.
3. To examine the effects of work safety perception of employees on staff performance of three-star hotels in Siaya Township, Kenya.

1.7 Hypothesis of the Study

Ho1. There is no relationship between work safety policies and the staff performance in Siaya Township, Kenya.

Ho2. Work environment does not significantly affect staff performance in Siaya Township, Kenya.

Ho3. Work safety perception of employee do not affect staff performance in Siaya Township, Kenya.

1.8 Significance of the Study

The study benefit: Government through giving recommendations on the safety measures of employees to help government in protecting workers through legislation. The study findings may help the hospitality management in understanding the perception of employees about kitchen measures and also give recommendations on kitchen safety measures. Finally, the study provides findings which act as a guide to aspiring scholars on employees' safety literature that shapes the background of their work.

1.9 Scope of the Study

The study was confined on the effects of kitchen safety on employee's performance. The researcher collected data from The Candela hotel, The Marais hotel and suites, Realtime Kogelo resort, Siaya County Club, Siala Apartments, Vidar Retreat Ndere, Rozala Motel, May Hotel Bondo, Cosy Haven and Villa International Palace. They were chosen because they had been ranked among the best in booking site in Siaya Town and also rated as best performers in Siaya. Also, the researcher chose them to evaluate their performance in work safety and employee's performance. The data was collected from March to May.

1.10 Limitation of the Study

The respondents feared taking part in the study as they thought the information collected would be used against them. The researcher explained the purposed of the study, assured respondents of their confidentiality, not to indicate their names in the questionnaires and the data collected would be used for academic purpose.

Too much engagement in the workplace, researcher could not complete the research. A work plan with research schedule was done to ensure the researcher was committed and accomplish on time.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter purpose to review relevant literature on the effect of kitchen safety on employee's performance. The literature will be confined on work safety policies, work environment, attitude and belief, and staff performance. Theoretical framework will also be reviewed.

2.2 Work Safety Policies and Employee Performance

According to Pehkonen et al. (2017), state that the layout and design of the kitchen needs to take into account employee productivity. Space needs to be adequate to complete the work required, but not so large that employees spend lots of time walking from place to place. Efficiency in labor use will drive layout decisions. The durability of the kitchen is an important consideration in planning the layout and design of the facility. The main function of a kitchen is cooking or preparing food. The introduction of modern technology into the kitchen arrangement to reduce clumsiness and accidents is commonly referred to as Kitchen Layout (Pehkonen et al., 2014).

According to (Fujii, Kaihara, Uemura, Nonaka, & Shimmura, 2013), there are many types of kitchen layout designs on the market for a modern-day kitchen. These designs are broadly arranged in two ways, namely: The Open-planned kitchen and Closed or partitioned kitchen .In 1993, the "Building Research Council", of the School of Architecture (University of Illinois) at Urbana-Champaign formalized the notion of the kitchen work triangle: a natural triangular arrangement of the most visited points in the kitchen based on the three main functions there (that is, food storage, preparation and cooking) with the refrigerator, the sink and the stove at a vertex each (Llewellyn, 2014). The most common forms of the kitchen as stated in the works of (Freeman, 2017) are the One-wall (Single-file), Galley, L-shaped, G-shaped and Ushaped. The layout of a kitchen may be described as the best practical arrangement of furniture, equipment and persons within the available floor space in order to achieve the maximum output of work (Llewellyn, 2014).

Some kitchen layout designs such as the G-shaped as well as the L-shaped design tends to lend itself to accommodating more than a single cook or kitchen staff within the working area. This

promotes a frequent healthy level of interactions (informal and unplanned) between a supervisor and a subordinate as well as colleagues working together regarding the flow of instructions and directions which in turn enhances an employee's job satisfaction, organizational commitment and productivity (Spanu, 2013).

According to Gutnick (2017) in addition to a healthy level of communication and personal motivation in the workplace, the actual physical layout of the kitchen is extremely important when it comes to maximizing productivity. While many managers and business owners choose to suffice with a certain minimum level of kitchen furniture and accessories, they may be ignoring what can amount to a major obstacle on the path to increasing employee productivity. To ensure that quality employees are given a workspace that they can call their own, there should be high levels of importance placed on helping workers foster a sense of "place" in your company (Pehkonen et al., 2014).

According to Kenya health and safety guidelines (2015), the kitchen should include guidelines demanding; Tasks assessment to identify potential work site hazards and provide and ensure employee use of appropriate Personal Protective Equipment (PPE). The employer should demand that employees uses appropriate hand protection when hands are exposed to hazards such as cuts, lacerations, and thermal burns e.g. the use of oven mitts when handling hot items with a panic bar or other means of exit on the inside of freezers to prevent trapping workers inside. Ensure that, and steel mesh or Kevlar gloves when cutting. Ensure that cold rooms and walk-in freezers are fitted electrical equipment is free from recognized hazards and that Electrical Safety Guidelines is followed.

According to the Ministry of Education (2015), on the safety policies in the kitchen practice should include handling sharp utensils in a safe manner while using it and ensure it is properly stored in a designated place when not in use. The sharp objects such as knives should have a blade guard, knuckle guards and installed on working tables to minimize worker injury. The knives and sharp objects should be put into sinks between periods of use. As per the law, it recommends for appropriate Personal Protective Equipment while working to prevent steam burns while with hot utensils among others. Also, the safety policies propose for employees to ensure they hold the cover to avoid face burn when uncovering lid of steaming materials among others.

2.3 Work Environment and Work Performance

According to Mwilu (2016), poor working environment such as unsafe or healthy conditions has been one of the causes of the employee's turnover in hotels. Employees perform when the working environment is conducive which is free from harm and safe while employees have PPE to protect them from any harm.

With a poor working environment, employees cannot manage to work effectively and their relation with the customers will not be satisfactory. Employees working in a kitchen with poor floor, blunt knives and with no holders for hot objects/utensils will lead to employees harming themselves and unable to work effectively due to burn, scald and falls (Chauhan & Shukla, 2018). According Hootan (2015), there is need for hotels to ensure that safety guidelines are hanged in a strategic place where all employees can see them and revisit them regularly to ensure they observe and abide by safety measures in place for their own wellbeing. The important asset to the hotel is employees particularly kitchen employees who provide quality food for customers who visit them daily and when they are safe, they will effectively delivery their core function.

Forms of hazards and risks that are common in the hotel work environment include manual handling, which is one of the main causes of injury, as it accounts for over one third of all reported incidents in the hospitality sector (Stover, 2017). It involves any activity that requires the use of force exerted by a person to lift, lower, push, pull, carry or otherwise move any load; and can result in a number of injuries such as strains and sprains, neck and back injury, cuts, bruises, broken bones, and hernia. Manual handling is a requirement in almost all departments but especially in housekeeping, kitchen, and food and beverage service (Sarova Hotel, 2013). Slips, trips and falls as well account for a considerable proportion of work-related accidents, and can occur anywhere in the hotel environment (Puplampu, 2018).

Different kinds of injuries and health implications can occur in workplaces where food is prepared and served, such as heat stress, strains, scalds, serious burns, lacerations, fractured bones and amputated limbs/fingers due to the kind of machinery and equipment used in these areas (e.g. knives, slicers, deep fat fryers, mincers, mixers, ovens, steam equipment etc) (Afubwa, 2015). The risk of injury is made worse if the kitchen has a poor layout, for example if there's insufficient room to move safely around (move trolleys, carry trays) and avoid collision

especially around exposed hot surfaces. Or if staff working with knives and other hand tools do not have adequate room to work safely and put themselves and others at risk of injury; or if simply, in and out doors are not clearly marked, which can greatly elevate the risk of accidents (Chauhan & Shukla, 2018).

When employees have a conducive environment to work on and are secure, they are satisfied in working in an environment which is not risky and less hazardous. Employees working in an environment with lot of precautions, the risk, injuries and accidents are minimal which translates that employee will not be absent from work due to work related accidents hence being retained in work (Tenerife, 2018).

2.4 Employee Perception and Work Performance

The behaviors of employees are often challenging to predict and may present as linear or abstract expressions, without consideration of time, effects on others or the environment in which they engage, or corporate culture. Individual power of decision-making involves the values and belief systems of the person that is historical as well as futuristic. The clarification of values can often times influence attitudes, behaviors, and beliefs toward training and corporate policies; thus, revealing depth to which they will participate in training, willingness to implement policies and procedures of employers, and “evaluate the desirability of options or attributes of options within a specific decision context, in order to identify which option, he/she prefers”. Values clarification exercises can include a battery of interactive activities including questionnaires, responses to hypothetical incidents, and interviews focused on individual feedback. The goal of matching values to the behavior of foodservice employees possibly impacts the manner in which food is managed when coupled with public safety as the primary goal (Beltran *et al.*, 2011).

According to Jeffstone (2017), employees’ perception towards kitchen safety measures differs depending on the hotel/restaurant employee is working. Some employees’ belief that hotels are more profit oriented and don’t concentrate on employee’s safety and accidents have been reported in the workplace and employees are either send away without benefit at all. This makes employee have negative attitude toward hospitality industry. Though in some hotels/restaurants, employee’s safety become key and have boosted morale of employees as they feel protected and their health safety is assured (Collins, 2015).

2.5 Employees Performance

Hotels should perform risk assessment in all departments to identify various hazards and minimize the potentially of accidents occurring. This will precaution employees in while handling equipment, create awareness, walking in wet floor and also having safety precautions at their fingertips while performing their daily tasks hence delivering what is expected of them with safety measures (Ivanov, 2019).

According to Bino (2017), it is the responsibility of the employer to ensure that the employees deliver by protecting them from any harm through provision of Personal Protective Equipment (PPE) and ensuring employees are working in a conducive working environment. This requires employer to engage employees in safety measures to ensure the environment is safe. Training employees on OSH measures and creating awareness boost the morale of employees as it makes them reduce work-related accidents. Also having a first aid kit where those injured can be given immediate response to enhance their wellbeing. Sometimes it is expensive to successfully implement OSH measures, but it has lot of benefits to the stakeholders in long run but more importantly to the employee in improving their performance.

2.6 Summary of Identified Gaps

The literature reviewed has mainly focused on the general occupational safety and those particularly done in hotel have focused on. The study noted that the reviewed literature on work safety policies did not have any correlation with the employee performance therefore the study showed the relationship between work safety policies in the kitchen and employee performance hence bridging the noted gaps in the literature.

The study noted that the literature reviewed only discussed on work environment by focusing on different form of kitchen injuries but did not show how those injuries affected employee's performance, therefore, the researcher conducted this study to show how the work environment in the kitchen positively and negatively affect employee performance. The study noted that literature on employee perception focused mainly on negative perception when employees are affected by kitchen accident and injuries, the study looked more on various perception of

employees on kitchen safety. Therefore, this study was conducted to fill the gap noted in the literature and contribute knowledge to the existing literature.

2.7 Theoretical Framework

2.7.1 Theory of Planned Behavior Constructs (TPB)

The theory has three main constructs; Attitude, defined as the degree to which a person appraises or evaluates the behavior in question to favorable or unfavorable in a dimension of pleasant or not pleasant, good or bad, harmful or beneficial, like or dislike (Ersun, & Kivanc, 2016). Behavior stem from attitude but not part of it as attitude may suggest and be the primary determinant of intentions. Subjective Norms (SN), the second construct, explained as different social references that exert influence or social pressure to perform a behavior. The theory suggested that one form a belief based on what other people expect them to do based on the observation of their actions. People usually possess favorable attitude towards certain object, but, if the other people pressures them not to do it, they will then have negative attitude towards the behavior (Fishbein & Ajzen, 2010). The theory informs the study that employees' performance will be based on the safety measures in the hotel. What will trigger the employee behavior to perform is based on their safety. Hence, this theory helped the researcher understand the effect of kitchen safety on employees performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter highlights research design, study area, target population, sample size and sampling technique. It will also discuss research instruments, validity and reliability, data collection techniques, data analysis and presentation and finally, logistical and ethical considerations.

3.1 Research Design

A research design provides a fundamental direction for conducting a study (Hair, Black, Babin, & Anderson, 2010). The study aimed to use descriptive survey explanatory design. According to Cooper and Schindler (2011), the design helped to examine a sample without making inferences and provide information about a phenomenon. It also helped in establishing a relationship between independent variables and dependent variable. This enabled the researcher find out the effects of kitchen safety measures on employee's performance in Kenya.

3.2 Study Area

The research was located in Siaya Township in Siaya County in Siaya County. The study focused on three-star hotels within Siaya Township. The area is surrounded with many food outlets in Siaya Township and one of the challenges noted among employees have been kitchen safety as noted with accidents in Siaya hotels. Hence, the need to conduct research on the effects of kitchen safety on employee's safety in Siaya Township.

3.3 Target Population

The study focused on three-star hotels. The study targeted kitchen employees and three-star hotel managers. According to Occupational and Safety department in Siaya County indicates that there are three-star hotel in Siaya Township (Siaya County report, 2019).

3.5 Sample Size and Sampling Technique

The researcher aimed to use Mugenda and Mugenda (2003), while determining the sample size. According to them, a target population that is less than 1000, a sample size of 30% of target population can be factored in. A sample size of 10 three-star hotels was used. The study used a

simple random sampling technique while selecting participants. This gave respondents equal chances in participating in the study.

Name of the hotel	Target Population	%(30% of the target population)	Sample size (30% of the target population)
Siaya County Club	50	30%	15
Siala Apartments	62	30%	19
Vidar Retreat Ndere	70	30%	21
Rozala Motel	55	30%	17
May Hotel Bondo	40	30%	12
Cosy Haven	35	30%	11
Villa International Palace	60	30%	18
Realtime Kogelo resort	58	30%	17
The Candela hotel	40	30%	12
The Marais hotel and suites	65	30%	20
Total	535	30%	162

Table 1: Sample size

Formula= $30/100 \times$ target population per hotel

3.6 Research Instruments

The researcher collected primary data using questionnaires. The questionnaire was structured in closed ended format. It entailed general information, employee’s performance, work environment, work safety policies and employees’ attitude and belief. Since the questionnaire was structured in a likert scale where respondents either agreed, strongly agreed, neutral, strongly disagreed and disagreed.

3.7 Validity and Reliability

The Cronbach Alpha test was used to test the reliability of the research instruments. According to Zikmund (2015), construct validity can be best measured with Cronbach alpha. An alpha value whose range is between 0.70-0.95 is reliable and acceptable.

A pretesting of the research instruments was done to ensure respondents could respond to the posed questions without any difficulties in terms of the language used and their consistency. Any defaults noted in the questionnaire while pretesting, it was corrected to enhance reliability and validity of the questionnaire in the actual study.

3.8 Data Collection Techniques

The secondary data was collected from books, journal articles, research projects among others. The secondary data was reviewed to form part of the literature in this project. The secondary data was also corroborated with the primary data to validate it.

The primary data was collected from questionnaires and interviews. The questionnaire was given to the respondents personally and agreed with the respondents when to return the questionnaires having been dully filled inn. The researcher sought permission from the fast-food outlets management in order to grant permission to issue respondents with the questionnaires. The interviews were conducted based on the convenient time of the respondents to get an in-depth understanding of the phenomenon being studied.

3.9 Data Analysis and Presentation

The study was analyzed in quantitative and qualitative form. The researcher used Social Packages for Social Sciences while analyzing data. It was entered in the excel sheet for easier analysis. The reporting of the findings is in themes (qualitative) and then presented in frequency tables with descriptive statistics such as mean and standard deviation. The study examined the hypothesis of the study by use of correlation analysis.

3.10 Logistical and Ethical Considerations

Researcher sought permission from the department and relevant authority in the field of the study before collecting primary data. The researcher communicated with each respondent before issuing questionnaire by illustrating the reasons for conducting the research and what the respondents were expected to do. The respondents were assured of privacy before and after responding the posed questions. The researcher sought consent of the respondents before participating. The responses were used for academic purpose.

CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the study findings having been collected and analyzed, written in themes and presented in frequency tables.

4.1 Response Rate

The study noted that the respondents that took part in the study actively were one hundred and fifteen respondents while forty-seven respondents did not completely participate in the study hence were not incorporated in final analysis.

Participation	Frequency	Percentage
Active	115	71%
Passive	47	29%
Total	162	100%

Table 2: Response rate

4.2 Gender of the Respondent

The study noted that sixty-four respondents were female while fifty-one respondents were male. The results found that gender was almost evenly distributed.

Gender	Frequency	Percentage
Female	64	56%
Male	51	44%
Total	115	100%

Table 3: Gender

4.3 Age of the Respondent

The results showed that majority of the respondents (42) were aging 26-35 years. It was noted that thirty-five respondents aged 36-45 years. The findings revealed that twenty-three respondents aged 18-25 years while the least respondents (15) were aging forty-six years and above.

Age	Frequency	Percentage
18-25 years	23	20%
26-35 years	42	37%
36-45 years	35	30%
46 years and above	15	13%
Total	115	100%

Table 4: Age

4.4 Education level

The study noted that majority of the respondents (56) had attained hospitality related diploma courses at the college level. The study also noted that forty-three respondents had managed to graduate with hospitality degree related courses at the university. The results showed that sixteen respondents had completed secondary education with no education advancement.

Education Level	Frequency	Percentage
Secondary	16	14%
College	56	49%
University	43	37%
Total	115	100%

Table 5: Education Level

4.5 Job position

The study found that ninety respondents that actively participated were employees while fifteen respondents were supervisors. The findings further revealed that ten respondents were managers.

Job Position	Frequency	Percentage
Employees	90	78%
Supervisors	15	13%
Managers	10	9%
Total	115	100%

Table 6: Job position

4.6 Work Experience in the Kitchen

The study wanted to find out if the respondents had worked in the kitchen. The findings revealed that fifty-eight respondents had worked in the kitchen for 5-10 years. The results showed that thirty-three respondents had experience of 1-5 years in the kitchen. It was noted that some respondents (14) had gained experience of 10-15 years in the kitchen while ten respondents had worked in the kitchen for more than fifteen years.

Work Experience	Frequency	Percentage
1-5 years	33	29%
5-10 years	58	50%
10-15 years	14	12%
15 years and above	10	9%
Total	115	100%

Table 7: Work experience

4.7 Work Safety Policies

The study noted that majority of the respondents strongly agreed that kitchen design and layout was safe for employees to work and spacious as noted in table 8 by the highest mean of 4.11. According to Pehkonen et al. (2017), state that the layout and design of the kitchen needs to take into account employee productivity. Space needs to be adequate to complete the work required. Efficiency in labor use will drive layout decisions. The durability of the kitchen is an important consideration in planning the layout and design of the facility. The main function of a kitchen is cooking or preparing food. The introduction of modern technology into the kitchen arrangement to reduce clumsiness and accidents is commonly referred to as Kitchen Layout (Pehkonen et al., 2014). Respondents agreed that hotel understands the kitchen safety measures and have applied them to enhance the safeness of the employees as indicated by a mean of 3.78.

The findings revealed that hotel had personal protective equipment, signs for employees to ensure they were safe in the kitchen as recorded by a mean of 3.62. The respondents agreed that was a committee in the hotel that specifically looked on employee’s safety and general hotel safety and maintenance (mean of 3.23). The results showed that hotels conducted employee training on the kitchen equipment and their safety to enhance employee’s safety and protection as revealed by a mean of 2.88. Sometimes training is offered however the working environment is still wanting for effective implementation of safety measures to improve the employee’s performance (Focus Report, 2016). As noted in table 8 below, most of the respondents disagreed that hotel conducted frequent inspections and risk assessment to ensure employees were always protected in the kitchen as indicated by the lowest mean of 2.44.

Work Safety Policies statements	Mean	Std deviation
The hotel understands the kitchen safety measures and have applied them	3.78	0.67
The kitchen design and layout are safe for employees to work and spacious	4.11	0.85
The hotel conducts frequent inspections and risk assessment to ensure employees are always protected in the kitchen	2.44	0.35

There is a committee in the hotel that specifically look on employee's safety and general hotel safety and maintenance	3.23	1.01
The hotel has personal protective equipment, signs for employees to ensure they are safe in the kitchen	3.62	0.95
The hotel conducts employee training on the kitchen equipment and their safety to enhance employee's safety and protection	2.88	0.64

Table 8: Work safety policies

4.8 Work Environment

In table 9, the study found that most of the respondents strongly agreed that there were notable injuries and harm in the kitchen due to issues of the work environment and commonly kitchen hazards were heat, burn, scald, and fall as noted by the highest mean of 3.05. Employees working in a kitchen with poor floor, blunt knives and with no holders for hot objects/utensils will lead to employees harming themselves and unable to work effectively due to burn, scald and falls (Chauhan & Shukla, 2018). The study noted that employees had personal protective equipment while working in the kitchen (mean of 3.95). According to Mwilu (2016), poor working environment such as unsafe or healthy conditions has been one of the causes of the employee's turnover in hotels. Employees perform when the working environment is conducive which is free from harm and safe while employees have PPE to protect them from any harm. The result showed that respondents agreed that kitchen design and space made employee work safely and had enough space to move freely and mind the safety of each employee as noted by a mean of 3.81. Respondents agreed that the equipment and utensils after their usage and cleaned were kept in secure places and once an item attained its purpose was return backed to its place to avert any accident that could occur as revealed with a mean of 3.40. The respondents agreed that there were signs and rules in a strategic place while working in the kitchen which indicated that how employees were to operate in the kitchen (mean of 2.83). The study found that majority of the respondents strongly disagreed that the performance of the employee in the kitchen does not depend on the work environment as noted by a mean of 2.59 in table 9.

Work environment statements	Mean	Std deviation
There are signs and rules in a strategic place while working in the kitchen	2.83	0.17
The equipment and utensils are kept in secure places and once an item attain its purpose is return back to its place to avert any accident that might occur	3.40	0.48
The employees have personal protective equipment while working in the kitchen	3.95	0.88
Kitchen design and space makes employee work safely and have enough space to move freely and mind the safety of each employee	3.81	0.56
There have been notable injuries and harm in the kitchen due to issues of work environment and commonly kitchen hazards are heat, burn, scald, and fall.	4.05	0.92
The performance of the employee in the kitchen does not depend on the work environment	2.59	0.74

Table 9: Work environment

4.9 Kitchen Safety Perception

The study found that majority of the respondents strongly agreed any accident noted in the kitchen was not insured and employee incurred expenses while seeking medication and some instances given leave with no pay as recorded by the highest mean of 4.02. Cherono (2017), while focusing on occupational accidents in hotels within Eldoret town affirmed that hotels were observing safety measures within the departments. However, there were accidents which had occurred and were not reported and recorded. Other work-related injuries had led to loss of employment with no compensations. Respondents felt that safe and conducive kitchen boosted morale of employees as they felt protected and their health safety was assured (mean of 3.80). The results revealed that employees were careful while working in the kitchen and safeness totally relied on them as noted with a mean of 3.73. The findings indicated that respondents agreed that employees believed that hotels were more profit oriented and didn't concentrate on

employee's safety and accidents reported in the workplace were not put into much considerations (mean of 3.55). The study noted that kitchen related injuries, harm and accidents noted made employee work more precautionous not to repeat the same mistake as revealed by a mean of 3.48. In table 10 below, it was revealed that kitchen safety was a collaborative effort of the employee and while working every employee minded the safety of the other employee as indicated by the least respondents with a mean of 3.27.

Kitchen safety attitude and beliefs statements	Mean	Std deviation
Employee's belief that hotels are more profit oriented and don't concentrate on employee's safety and accidents have been reported in the workplace	3.55	0.85
A safe and conducive kitchen boosts morale of employees as they feel protected and their health safety is assured	3.80	0.63
Employee must be careful while working in the kitchen and safeness totally relies on the employee	3.73	0.50
Kitchen-related injuries, harm and accidents noted makes employee work more precautionous not to repeat the same mistake	3.48	0.70
Kitchen safety is a collaborative effort of the employee and while working every employee mind the safety of the other employee	3.27	0.99
Any accident noted in the kitchen is not insured and employee incur expenses to seek medication and some instances given leave with no pay	4.02	0.36

Table 10: Kitchen safety attitude and belief

4.10 Employee Performance

The study revealed that majority of the respondents strongly agreed that management observing kitchen safety and assuring employees of their safety while working enabled them to perform and attain organizational objective as revealed with the highest mean of 4.22. In table 11 below, respondents agreed that a conducive working environment in the kitchen made employee operate safely and motivated them to work (mean of 4.08). The findings revealed that employees were

less productive when they were involved in either heat, burn, scald, or fall as indicated by a mean of 3.84. Respondents felt that awareness of kitchen safety had reduced employee’s accident-related leaves, saved time and legal cost (3.75). It was noted that employee engagement and training on kitchen safety had prevented repetitive strain injuries as revealed by a mean of 3.66. Few respondents agreed that work safety policies in the kitchen helped employees to follow the rules and regulations in place and avert accidents to perform effectively as noted by the lowest mean of 3.15.

Employee performance statements	Mean	Std deviation
Work safety policies in the kitchen help employees to follow the rules and regulations in place and avert accidents to perform effectively	3.15	0.94
A conducive working environment in the kitchen makes employee operate safely and motivates them to work	4.08	1.06
Management observing kitchen safety and assuring employees of their safety while working enables them to perform and attain organizational objective	4.22	0.69
Awareness of kitchen safety have reduced employee’s accident-related leaves, save time and legal cost	3.75	0.58
Employee’s engagement and training on kitchen safety have prevented repetitive strain injuries	3.66	0.72
Employees are less productive when they are involved in either heat, burn, scald, or fall	3.84	0.51

Table 11: Employee performance

4.11 Model Summary

The study tested hypothesis by determining the correlation between independent variable (work safety policies, work environment and kitchen safety attitude and belief) and dependent variable (employee performance) through a multi regression analysis. As noted in table 12 below, it was revealed that work safety policies, work environment and kitchen safety attitude and belief

accounted for 48.2% of the variance in employee performance as noted by R square value of 0.482. The analysis revealed that there might be errors that occurred when researcher was not aware or other variables that researcher did not incorporate in the study (100% -48.2% =51.8%).

Model	R	R square	Adjusted R square	Std. Error of the Estimate
	.694 ^a	.482	.572	0.204

Table 12: Model summary

Predictors: (constant), Work safety policies, work environment and kitchen safety attitude and belief

Dependent variable: Employee Performance

4.12 Analysis of Variance

It is noted in table 13 below that the significant p-value is 0.01 which is less than 0.05 indicating that the analysis of variance is significant. Therefore, the study model is significant in illustrating how work safety policies, work environment and kitchen safety attitude and belief impacts employee performance. It implies that null hypothesis is rejected.

Model	Sum of the square	Df	Mean Square	F	Sig.
Regression	12.062	4	4.093	2.610	.001 ^b
Residual	43.184	57	0.218		
Total	55.246	61			

Table 13: Analysis of variance

4.13 Coefficient of Variation Influence on Employee Performance

The study noted that work safety policies, work environment and kitchen safety attitude and belief recorded p-values that are less than 0.05 which is an illustration of a significant correlation with the employee performance. The regression model formula is $Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + c$. Y= study dependent variable, $\beta_1 - \beta_3$ = regression coefficients, $X_1 - X_3$ = study independent variables. X_1 = work safety policies, X_2 = work environment and X_3 = kitchen safety attitude and belief.

$$\text{Employee Performance} = 0.285X_1 + 0.324X_2 + 0.203X_3 + 0.360$$

When the work safety policies, work environment and kitchen safety attitude and belief are at constant, the employee performance would be 0.360. Any unit increase either in work safety policies, work environment and kitchen safety attitude and belief will result to 0.285, 0.324 and 0.203 respectively increases in employee performance.

Model	Unstandardized coefficient		Standardized coefficient		T	Sig.
	B	Std. error	Beta			
1	Constant	0.360	0.284		1.941	0.02
	Work safety policies	0.285	0.091	0.082	2.074	0.03
	Work environment	0.324	0.146	0.112	1.485	0.01
	Kitchen safety attitude and belief	0.203	0.105	0.937	1.119	0.04

Table 14: Coefficient of variation

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter gives summary of the findings, conclusions and then presents recommendations of the study.

5.1 Summary of the Findings

The study examined the effect of kitchen safety on employee performance. The variables factored were work safety policies, work environment and kitchen safety attitude and belief. Respondents that actively took part in the study were one-hundred and fifteen. Majority of the respondents were female. It was revealed that participants had experience working in the kitchen and were aware of the kitchen safety. Respondents confirmed that they had witnessed injuries and accidents in the kitchen which had resulted in temporal leave of the employee and reduced the productivity of the employee. The study found that awareness of kitchen safety had reduced employee's accident-related leaves, saved time, legal cost and prevented repetitive strain injuries.

The first objective of the study was to assess the effects of work safety on the staff performance of three-star hotels in Siaya Township, Kenya. It was revealed that kitchen design and layout was safe for employees to work and spacious which accounted employee productivity. The study found that hotel management understood the kitchen safety measures and had applied them to enhance the safeness of the employees. The findings revealed that hotel had personal protective equipment, signs for employees to ensure they were safe in the kitchen and perform as per their duties accordingly. The findings revealed that there was a committee in the hotel that specifically looked on employee's safety and general hotel safety and maintenance to ensure employees improve their productivity. The results showed that hotels conducted employee training on the kitchen equipment and their safety to enhance employee's safety and protection but sometimes training is offered however the working environment is still wanting for effective implementation of safety measures to improve the employee's performance. Few respondents stated that frequent inspections and risk assessment were conducted to ensure employees were always protected in the kitchen.

The second objective was to evaluate the effects of work environment on the staff performance of three-star hotels in Siaya Township, Kenya. The findings revealed that employees working in

a kitchen with poor floor, blunt knives and with no holders for hot objects/utensils will lead to employees harming themselves and unable to work effectively due to burn, scald and falls. The study noted that poor working environment such as unsafe or healthy conditions had been one of the causes of the employee's turnover in hotels. Employees perform when the working environment is conducive which is free from harm and safe while employees have PPE to protect them from any harm. The result showed that respondents agreed that kitchen design and space made employee work safely and had enough space to move freely and mind the safety of each employee. Respondents agreed that the equipment and utensils after their usage and cleaned were kept in secure places and once an item attained its purpose was return backed to its place to avert any accident that could occur. The study revealed that respondents agreed that there were signs and rules in a strategic place while working in the kitchen which indicated that how employees were to operate in the kitchen. The study found that majority of the respondents stated that the performance of the employee in the kitchen depends on the work environment.

The third objective was to examine the effects of employee's perception on the staff performance of three-star hotels in Siaya Township, Kenya. The study revealed that any accident noted in the kitchen was not insured and employee incurred expenses while seeking medication and some instances given leave with no pay. However, there were accidents which had occurred and were not reported and recorded. Other work-related injuries had led to loss of employment with no compensations. Respondents felt that safe and conducive kitchen boosted morale of employees as they felt protected and their health safety was assured. The results revealed that employees were careful while working in the kitchen and safeness totally relied on them. The findings indicated that respondents agreed that employees believed that hotels were more profit oriented and didn't concentrate on employee's safety and accidents reported in the workplace were not put into much considerations. The study noted that kitchen related injuries, harm and accidents noted made employee work more precautionous not to repeat the same mistake. The findings revealed that kitchen safety was a collaborative effort of the employee and while working every employee minded the safety of the other employee.

5.2 Conclusions

The study noted that work safety policies, work environment and kitchen safety attitude and belief had effect on the employee performance. The study revealed that there was an established

relationship between work safety policies which employee followed and adhered to while working and improved the work performance. The findings noted that work environment was a key determinant of employee performance and its impacted their performance either positively or negatively based on the kitchen environment. The study revealed that kitchen safety attitude and belief affected employee performance. Some employees' belief that hotels are more profit oriented and don't concentrate on employee's safety and accidents have been reported in the workplace and employees are either send away with on benefit at all. This makes employee have negative attitude toward hospitality industry. The study noted that there were other variables impacting employee performance while testing the model summary and recommends for further studies.

5.3 Recommendations for Policy/Action

1. The study recommends hotel management to conduct frequent inspections and look at various ways to engage employees on their safety to enhance their performance.
2. Employees complained that notable accidents sometimes were not recorded and resulted to employees being fired as they were no longer productive. There is need for the government agencies to enlighten employees on the existing policies that safeguard their rights and ensure they are protected and assured their safety.
3. The study noted that employees were not insured against any accident occurrence while working hence there is need for the hotel management to look at the welfare of the employee and motivate them to perform.

5.4 Recommendation for Further Studies

The study recommends for further research on other kitchen safety variables that impacts employee performance.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

RE: REQUEST FOR YOUR VOLUNTARY PARTICIPATION

My name is Odhiambo Mercyline Julu (HPM-4-3073-19) currently pursuing Bachelor of Science in Hospitality Management at Gretsia University. I am conducting a research on the effects of kitchen safety on employee performance in Siaya Township. I am requesting for your voluntary participation in responding to the questionnaire for this study. Your response will be treated with confidentiality. Responses will be used for academic purposes. Kindly respond with sincerity. I humbly request you to assist me in responding to the posed questions in the questionnaire provided.

Note: Anonymity will be respected.

Thank you in advance for your response and participation.

Yours faithfully,

Odhiambo Mercyline Julu

Appendix II: Questionnaire

Section A : General Information

Kindly tick appropriately

1. Gender

Male

Female

2. Age

18-25

26-35

36-45

46 and above

3. Education level

Secondary

College

University

4. Job position

Manager

Supervisor

Employee

5. How long have worked in the kitchen?

1-5yrs

5-10 yrs.

10-15 yrs.

15 yrs. and above

SECTION B: WORK SAFETY POLICIES

The following numbers indicate that 1=Agree, 2=Strongly agree, 3= Neutral, 4= Strongly disagree, 5=disagree Kindly tick appropriately within the boxes provided

Work Safety Policies statements	1	2	3	4	5
The hotel understands the kitchen safety measures and have applied them					
The kitchen design and layout are safe for employees to work and spacious					
The hotel conducts frequent inspections and risk assessment to ensure employees are always protected in the kitchen					
There is a committee in the hotel that specifically look on employees safety and general hotel safety and maintenance					
The hotel has personal protective equipment, signs for employees to ensure they are safe in the kitchen					
The hotel conducts employee training on the kitchen equipment and their safety to enhance employees safety and protection					

SECTION C: WORK ENVIRONMENT

The following numbers indicate that 1=Agree, 2=Strongly agree, 3= Neutral, 4= Strongly disagree, 5=disagree Kindly tick appropriately within the boxes provided

Work environment statements	1	2	3	4	5
There are signs and rules in a strategic place while working in the kitchen					
The equipment and utensils are kept in secure places and once an item attain its purpose is return back to its place to avert any accident that might occur					
The employees have personal protective equipment while working in the kitchen					
Kitchen design and space makes employee work safely and have enough space to move freely and mind the safety of each employee					
There have been notable injuries and harm in the kitchen due to issues of work environment and commonly kitchen hazards are heat, burn, scald, and fall.					
The performance of the employee in the kitchen does not depend on the work environment					

SECTION D: KITCHEN SAFETY ATTITUDE AND BELIEFS

The following numbers indicate that 1=Agree, 2=Strongly agree, 3= Neutral, 4= Strongly disagree, 5=disagree Kindly tick appropriately within the boxes provided

Kitchen safety Perception statements	1	2	3	4	5
Employee’s belief that hotels are more profit oriented and don’t concentrate on employee’s safety and accidents have been reported in the workplace					
A safe and conducive kitchen boosts morale of employees as they feel protected and their health safety is assured					
Employee must be careful while working in the kitchen and safeness totally relies on the employee					
Kitchen-related injuries, harm and accidents noted makes employee work more precautions not to repeat the same mistake					
Kitchen safety is a collaborative effort of the employee and while working every employee mind the safety of the other employee					
Any accident noted in the kitchen is not insured and employee incur expenses to seek medication and some instances given leave with no pay					

SECTION E: EMPLOYEE PERFORMANCE

The following numbers indicate that 1=Agree, 2=Strongly agree, 3= Neutral, 4= Strongly disagree, 5=disagree Kindly tick appropriately within the boxes provided

Employee performance statements	1	2	3	4	5
Work safety policies in the kitchen help employees to follow the rules and regulations in place to avert accidents to perform effectively					
A conducive working environment in the kitchen makes employee operate safely and motivates them to work					
Management observing kitchen safety and assuring employees of their safety while working enables them to perform and attain organizational objective					
Awareness of kitchen safety have reduced employee’s accident-related leaves, save time and legal cost					
Employee’s engagement and training on kitchen safety have prevented repetitive strain injury					
Employees are less productive when they are involved in either heat, burn, scald, or fall					