

**EFFECTS OF FAMILY ISSUES ON EMPLOYEE PERFORMANCE IN TWO
STAR HOTELS IN MAKINDU TOWN, MAKUENI COUNTY, KENYA**

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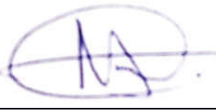
**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF HOSPITALITY,
TOURISM & LEISURE STUDIES IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF
SCIENCE IN HOSPITALITY MANAGEMENT OF GREYSA UNIVERSITY**

OCTOBER 2024

DECLARATION

Declaration by the Candidate

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

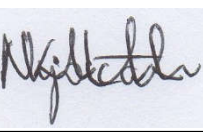
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Declaration by the Supervisor

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

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DEDICATION

This Business Plan is dedicated to my family who have been there for me in all that I did throughout my project time, also to all who gave their assistance when was needed. May God bless you.

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OPERATIONAL DEFINITION OF TERMS

Performance	It is the accomplishment of a given task measured against preset standards of accuracy, cost, completeness and speed.
Performance measurement	The process of collecting, analyzing or reporting information regarding performance of an individual, group, organizational or system.
Job satisfaction	It is how an employee is contented with his or her job and whether they like it or not. It is also a positive emotional state resulting from appraisal of one's job or job experiences.

ABSTRACT

The success of a hospitality operation depends on employee performance. Great performance ensures success of an organization whereas poor performance has a detrimental effect. To ensure the success of a hospitality operation there are factors that contribute to its success. Therefore finding, knowing and understanding these factors that affect employee performance either positively or negatively in hotels in Makindu town. The aim of this study is to establish the relationship between the dependent variable that is employee performance and the independent variable that is work and family issues together with other factors affecting employee performance in Savannah Hotel and Porini Inn in Makindu town. The objectives of this study will be: to determine how family issues affect employee's performance, to determine factors affecting employees' performance and to determine measures that should be taken to curb the effect of family issues on employees' performance. The study will adopt a descriptive survey design using both qualitative and quantitative approaches. Theories such as: expectancy theory, social exchange theory, goal setting theory, and servant leadership theory will be used in the study. The target population will be two hundred workers of Savannah Hotel and Porini Inn in Makindu of which fifty workers will be sampled out to represent the whole population of the two hotels. The data will be collected using questionnaires and presented in charts and tables using percentages. The results of the study may provide significant information to: employees in hotels, the employers and the Ministry of Labour.

Key Terms: family issues on employee performance

CHAPTER ONE: INTRODUCTION

1.0 Preview

This chapter presents the background of the study, problem statement, purpose of the study, objectives, hypothesis, assumptions, methodology data analysis methods and finally operational definition of terms.

1.1 Background of the study

The success of a hospitality operation depends on employee performance. Great performance ensures success of an organization whereas poor performance has a detrimental effect. To ensure the success of a hospitality operation there are factors that contribute to its success. Therefore finding, knowing and understanding these factors that affect employee performance either positively or negatively in hotels in Makindu town,

The aim of this study is to establish the relationship between the dependent variable that is employee performance and the independent variable that is work and family issues together with other factors affecting employee performance.

With increasing competition and globalization, the importance of recruiting, retaining and managing resources which makes an organization competitive is now a critical factor in the success of an organization. Among these resources, human resource requires more attention since they are part of the service sector where the service cannot be separated from the provider. Due to this, employee satisfaction, motivation and commitment to an organization will enhance the competitiveness of an organization as well as better performance.

Research found a significant positive relationship between employee job satisfaction and customer perceptions of service quality performance (Hartline and Keith, 1996; Yoon et al, 2001). It is expected that satisfied employees will engage in better service delivery (Schmit

and Allscheid, 1995) and this will influence customer confidence positively and even earn more their loyalty. Having satisfied loyal customers in a competitive environment increases revenues, builds markets share and decreases costs.

Organizational justice has been seen to be related to employee performance, thus it and its consequences should be understood by managers in the service sector. According to Heskett et al. (1994) the importance of employees was made into a the framework of service profit chain where there are linkages among internal service quality, employee satisfaction and productivity, values of services provided to the customer, customer satisfaction and company profits. The chain shows that internal service quality can enhance employee satisfaction, hence enhancing

their productivity and further results in providing quality services which makes the customer satisfied hence profit for an organization. Zeithaml et al. 2009 said that satisfied employees make customer satisfied.

Enhancing personnel satisfaction, organizational commitment and job performance is an issue in the service industry that needs attention. Past research on employee satisfaction and job performance, many researchers (Babin and Boles, 1998; Bernhardt et al. 2000; Koys, 2003; Testa, 2001) have shown that employee job satisfaction positively influence job performance and organizational commitment. William and Cooper (2002) and Ouyang (2009) showed that proper job stress from external customers and internal supervisors would enhance employee performance therefore the issue is worth further exploration. .

Employees are assets of an organization; this is because the success or failure of an organization depends on them since the industry is labor intensive. Employee performance is important in that employees have a direct interaction with the guests and either satisfies or

dissatisfies them. Therefore it is important for the managers to know the factors affecting employee performance. Employee performance is influenced by many factors either at work or at home. It is defined as how employees carry out their tasks or jobs according to their job description. It is also defined as the activities carried out by an individual to ensure organizational goals are achieved. It is all about aligning organizational objectives with employee skills, competencies and the delivery of their results.

Managers need to identify the factors that affect the productivity and performance of their employee so as to be able to find solutions on how their performance can be improved

The management of a hotel depends greatly on employee performance for guest satisfaction which is very important in the hotel industry for its success. The level of guest satisfaction and their willingness to come back depends on how they have been handled by staff from the time of their arrival till their departure. When guests are received well by well dressed, good looking and smiling employees then that adds to their experience, food is brought on time and just as they had wanted it to be and finally their bill is correct without any errors, they will go away happy wanting to come back another day.

To ensure staff give their best, several factors should be considered which include their skills and knowledge, clarity about their roles, their attitude, pay and working hours, having the right tools and resources, their relations with other employees as well as their immediate supervisors and also personal problems involving friends and family. All will determine the mood of an employee and how they will deliver. When employees don't have the required skills and knowledge about their job, their roles and responsibilities are not clearly stated, their work environment is not enjoyable or is unhealthy, they have the wrong attitudes to their work, and they lack the right tools and resources hence productivity suffers. Therefore

studying on these factors influencing them will help to know how best they can be handled so that they are happy and comfortable at work hence productivity.

1.2 Problem statement

Employees in the hotel industry are often faced with a range of personal and family related challenges that can significantly impact their performance. Family issues, such as financial stress or caregiving responsibilities, can lead to increased stress, absenteeism, decreased job satisfaction, and lower productivity. Despite the demanding nature of the hospitality industry, which requires employees to maintain a high level of customer service and professionalism, little is known about the specific impact of family related problems on employees performance in the hotel sectors.

The researcher is trying to investigate if family issues affect staff performance in the hotel industry, what are some of the factors that affect staff performance and measures that should be taken to curb the effects of staff performance. Human resource or capital is the determinant of success in the hotel industry. This is due to the fact that the industry is labor intensive and relies heavily on human activities and interaction. Today demand for qualified staff is high so as to ensure the provision of quality services. Employee performance is an issue of great importance to both the managers and the owners of hotels so as to ensure higher profits and maximize sales. However, employee performance is affected by a variety of factors for example, immediate supervisors and lack of motivation, inadequate training, poor pay, family issues and many others. The importance of employee's performance affects all levels of hotels.

Happy employees work better hence it is the job of an organization to make its employees happy as well as grant them job security since when they know they are leaving soon they will provide poor services. Retention of employees is to the benefit of the organization since

turnover is expensive as costs are incurred to recruit, select, hire and supervise new comers as well as train existing employees (Wah et al., 2013). Failure to retain them leads to low productivity hence less profit for an organization.

Family issues could have a great impact on employee performance in that if they have problems at their homes, their concentration at work is minimal hence could have a negative impact on a guests meal experience making guests walk away never to return and therefore affecting an organization profits . It shows that the issue needs to be given a lot of attention

1.3 Purpose of the study

Purpose of the study is to determine the effects of family issues on staff performance in two star hotels in makindu town makueni county, to determine some of the cauces of family issues and measures that should be taken.

Employee performance is key to success of a hospitality organization and therefore a key area of focus as it leads to organizational continuity especially because of its nature that is manpower intensive. This is why employee performance is always a matter of consideration for all hotels. The researcher is going to investigate on factors that have an impact on employee performance in the hotel industry, their level of influence, how employees react to these influences and how they should be dealt with by both employees at all levels as well as management. Successful organizations are critical about their employee performance and are keen to find out the factors that affect their performance.

The research is important for managers and employers since it provides information on factors influencing performance of their employees and ways to improve organizational effectiveness and ability to achieve organizational goals. The managers should be aware of all these factors so as to know which corrective action they should take in that if the know the exact cause they will know what action to take for example if they find out that the problem

could be lack of skills and knowledge then training will be best for them and it is lack of the right tools and equipment then its provision will solve the issue. Managers should focus on these factors to ensure profitability of an organization. To retain existing customers, employee performance should be enhanced so that they provide good quality services hence showing the importance of knowing these factors. Employee performance affects organizational development in that if they perform well in it, the organization will be good in development, thus human resource managers need to consider the determinants of employee performance. The research helps managers understand more about employee performance. They should be concerned and put it into consideration so as to increase customer satisfaction and reduce labor turnover rates.

1.4 Conceptual frame work

The conceptual framework below describes the relationship between the dependent and independent variables under the study. The independent variable is **family issue** while the dependent variable is **employee performance**.

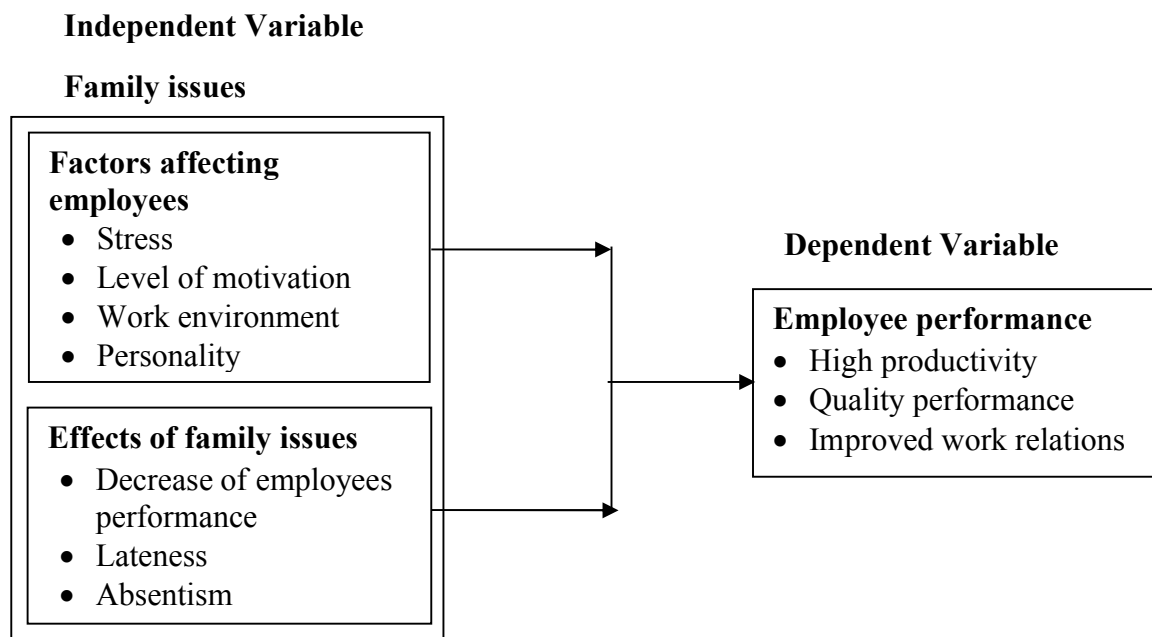


Figure 1.1: A conceptual model of the relationships between study variables

Source: Researcher (2024)

1.5 Objectives

- a) To determine how family issues affect employees' performance in two star hotels in Makindu Town, Makueni County, Kenya
- b) To determine factors affecting employees performance in two star hotels in Makindu Town, Makueni County, Kenya
- c) To determine measures that should be taken to curb the effect of family issues on employees performance in two star hotels in Makindu Town, Makueni County, Kenya

1.6 Hypothesis of the study

- a) There is no statistically significant relationship between family issues and employees performance in two star hotels in Makindu Town, Makueni County, Kenya
- b) There is no statistically significant relationship between factors affecting employees performance in two star hotels in Makindu Town, Makueni County, Kenya

1.7 Assumptions of the study

- a) The questionnaires will be filled correctly and with outmost sincerity.
- b) The respondents will be willing to give information required for the success of the project.
- c) Out of the employee tested, it is assumed that there will be an equal number of men and women

1.8 Limitations of the study

- a) The study will be confined to only two hotels in makindu hence the findings could be not comprehensive as such.
- b) Employees only in hotels based in makindu will be tested to obtain results through questionnaires.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter provides a review of the studies carried out by scholars in the field of food and beverage in hotels. The literature review is discussed under the following sub headings: theoretical review, effects of family issues on employees performance, factors affecting employees performance and measures to be taken to curb the effect of family issues on employees performance.

2.1 Theoretical review of literature

2.1.1 Servant leadership theory

This theory emphasizes leaders serving the needs of their team members empowering them to excel in their roles. Hotel managers can adopt a servant leadership style by prioritizing the wellbeing of their staff which can lead to higher levels of engagement and performance

Majority of organizations today, in order to survive and prosper are obliged constantly to seek ways to improve their performance. Holbeche argues that human resource helps to implement high performance work practices, through creating a structure which is supportive of high performance, conducive to productivity and quality improvement. She stresses the importance of communication between management and staff, the trust factor and productivity measurements.

Employee performance is a multi-dimensional construct which aims to achieve results and has a link to strategic goals of an organization (Mwita, 2000). It is job related activities as executed by employees. The behavior of an employee relates to the objectives of an organization for example profitability. For every organization employee performance is an important element because the success of an organization depends on employees.

Many organizations assess how their employees perform annually or on quarterly basis in order to know what areas need improvement. Performance of employees on various tasks is needed for the success of each department.

An effective employee uses their specific skills and knowledge to perform their tasks correctly. All activities done by employees in an organization are inter-related to the goals of an organization. Effective employee performance ensures productivity of an organization, sales profit and market position of the organization in the market. When employee performance is well understood and managed by management through taking steps to develop and motivate employees it enables an organization to grab opportunities and take lead in the market.

Employee performance according to Kane and Lawler (1976) is the results after an employee has done a certain job. Schermerhorn (1989), referred to it as the quality and quantity accomplished by an individual or groups after fulfilling certain tasks. Evaluation of employee performance after a certain period of time serves as a criterion for wage adjustments, promotions and punishments.

Managers should clearly state performance so as to make employees recognize what is expected of them in an organization so as to fulfill organizational goals. They should set goals, fulfillment degree and evaluate how their employees perform.

2.1.2 Expectancy theory

This theory suggest that individuals are motivated to perform well when they believe thir efforts will lead to desirable outcomes such as recognitions, rewards and carrier advancement. In hotels employees may be motivated to excel in their roles if thy perceive that their hard work will be recognized by management

Giving great service is a difficult task. The hospitality industry is a service industry and should be critical to offer guests exceptional service. This is the age of service and the

hospitality industry is getting revamped because guest's expectations have increased and the realization is that "we buy loyalty with service."

There is an expression "if you are not serving the guest you had better be serving someone who is. This has been adopted by some corporations in the essence of teamwork. Someone in the back of the house is serving someone in the front of the house, who in turn serves the guest.

Van and Motowidlo (1996) suggested that enthusiastic employees show extra effort and devotion and will try finding solutions to all problems that arise at work in the need to enhance their performance. Lee, (1999) divided performance into efficiency, efficacy and quality. He refers efficiency to the employee's ability to accomplish tasks before deadlines, efficacy to employee's rate of accomplishing tasks and proposals while quality is used to refer to employee error rate and complaint rate, supervisor's satisfaction, customer satisfaction and workmate satisfaction. In the hospitality industry its application is used to refer efficiency to employees' speed of service while handling customers, efficacy to mean accomplishment of tasks assigned by customers and quality to mean employee performance in customer service.

Black and Gregerson (1997) found a positive correlation between employee performance and job satisfaction. What constitutes job satisfaction include: wages, promotions, supervisors and workmates. Smith, (1969). When employees are satisfied with their work, they are willing to devote themselves to the organization. Organ (1990).

Good service portrays a good image of an organization and its people and can enhance a guests' sense of well-being and could induce higher spending. Staffs that are warm, welcoming and attentive in their service are likely to facilitate purchase of an additional bottle of expensive wine than is likely to be the case when the service is cool, detached and perfunctory.

Bateson & Hoffman (1999). It can as well increase the chances of repeat business and through word of mouth could support the generation of new business. Quality in relation to service has traditionally been associated with luxury and personalization. Thus customers expect good service if they have paid highly or well for it.

However, this is not the case today since they now view it that service quality is not a concept that is incompatible with low costs and value notwithstanding claims by some low cost airlines that price is the only real driver of choice.

This also means that all consumers irrespective of social, economic, religious or cultural status are entitled to expect good service. This is an important change since service quality is now recognized as not some absolute standard, immutable and fixed for all time and part of the defining differentiation between what customers can expect from Hilton hotel, guesthouses and even hawker stalls along the street. This is now seen as a concept that rides on the back of expectations that the customer brings to the particular business, whether five star or unclassified.

The quality of service especially the personalized, flexible and individualized response which frequently makes all the difference to the customer and determines if they will return are essential marketing tools. Organizations in hospitality and tourism that are successful in terms of service delivery are those that;

- Are highly focused and consistent in everything they do and stay in relation to employees.
- Have managers who communicate with employees
- Facilitate rather than regulate their employee response to customers
- Solicit employee feedback about how they can do things better
- Stress the importance of teamwork at each level of organization
- Plan carefully the organizational recruitment and training needs

Companies need to know that if they take care of their employees, they are in turn more likely to care for your customers. Often organizations look at the customer first but the emphasis should be on the staff. Improving the work experience of staff encourages better service and better experience for the customers.

More customers are obtained by improving the climate in which management and staff work. Investment and greater professionalism follow success and cycle of achievement is reinforced.

A conclusion from this analysis is that service quality is likely to be delivered within a supervisory and management culture that focuses on effective management of its people than in one that neglects such matters.

Relationship between employee attitudes, customer satisfaction and performance is that past research has shown a positive but weak relationship between employee attitudes and performance. Recent research has included customer satisfaction as a link with employee attitudes and performance, emphasizing the importance of quality services to organizational achievement. Provision of quality services boosts employees as it requires building an organizational culture in which people are dared to perform their perspective value and are acknowledge and rewarded when they do. In the competitive hospitality industry, organizations effectiveness depends on understanding and knowing what customers value and sharing this understanding to employees in form of employee performance goals and expectations, service quality, customer attitudes and employee attitudes are interactive in the hospitality sector.

There are factors that may enhance or lower employee performance. There are factors that affect individuals and that which have collective effect on employee performance. Employee involvement or participation is initiated by management and is characterized as direct, descending participation which is task centered as it attempts to involve all individuals in the workplace (Salamon, 2000). In this way it provides employees with opportunities to

influence and take part in organizational decision making specifically within the context of their own tasks. This intends to motivate them, increase job satisfaction and enhance the sense of identification with the aims, objectives and decisions of the organization.

Employees should be asked to give their views on the following issues;

- Organizational culture
- The organization as an employer
- Pay and benefits
- Organizations strategic direction and leadership
- Overall satisfaction and commitment to the organization
- Working conditions and environment
- Company image
- Working relationship with managers and colleagues

2.2 Factors that affect employees performance

2.2.1 Empowerment of employees

Empowerment is a process that enables and encourages staff to make decisions that will solve customer problems or meet their needs without reference to an interminable management hierarchy (Tom, 2006).

The original meaning of empowerment is to authorize or give power to (Tulloch, 1993, as cited in Kay, 2005). Kenneth, (2006) also used power as appoint of empowerment. Anil Kumar (2012) believe it is the transference of control with proper training and converting a whole company to an empowerment model. It is given to certain entrusted employees so that they could adopt any methods or ideas which he or she considers effective in performing a given task. Researches and studies has shown that empowerment offer benefits such as stronger task commitment, enhance organizational performance, higher levels of initiatives in

carrying out role responsibilities, more innovation and learning, job satisfaction and strengthens organizational culture (Michal, 2011).

Gretchen, (2008) carried out a research and his findings showed that in the recent years, 70 % of organizations have adopted empowerment because they believe that it drives an organization to success. According to these organizations, employee become more motivated and committed to their work after being empowered especially people in the service sector whose main aim is to ensure customer satisfaction and increase service quality.

Empowerment is divided into structural and psychological empowerment (Martin and Steve, 2007). Structural empowerment refers to organizational policies, ideas, practices and structures of power sharing between management and subordinates during decision making (Gretchen, 2008). Psychological empowerment focuses on what employees experience in their work life (Kay, 2005). Lee and Koh (2001) describes it in four dimensions:

- Meaningfulness: the work or task has a meaning or value to individual work role.
- Competence: believe in individual capability and ability to perform skillfully.
- Self-determination: choices in initiation and continuation of work process to achieve desired outcomes.
- Impact: believe an individual can influence on the outcome in the work environment.

Giving more powers to employees will increase their sense towards the four dimensions and lead to self-efficacy and with this they will put more effort in their job so as to achieve good outcomes because self-efficacy makes employees more confident of their competencies (Michal, 2011). Lissa, (2011) added that a person lacking self-efficacy focus more on his or her deficiencies until they forget the attention and effort needed to the task at hand.

Empowerment helps to develop employee skills as it allows them to solve problems and please customers in their personal style (Kenneth, 2006). Empowerment is important as it brings change and positive values among employees. When employees take part in decision

making, they feel empowered and hence increase their loyalty towards an organization. Empowered employees perform better than those in centralized organizational structure since they cannot voice their needs and opinion in fear of being fired hence poor performance (Choong, Wong and Lau, 2011).

With customer expectations becoming more dynamic, empowerment is used so as to achieve high levels of service quality as well as enhance job satisfaction and commitment of employees. It allows employees to exercise greater authority, discretion and autonomy in dealing with guests.

Riley (1996: 171) states that while ‘empowerment is giving employees the right to “break the rules “to serve the customer ‘it is also important to remember that rules are mandatory for an organization. A balance between the two must be used.

Leaders should empower employees especially that welcome change. Empowerment is a feeling of partnership in which employees feel responsible for their jobs and have a stake in organizations success. Empowered employees tend to do the following:

- Take responsibility for their actions
- Speak out about their problems and concerns
- Consider themselves a network of professionals
- Accept the authority to make their own decisions when serving guests

Absolute policies are more difficult to apply when the purchase is less tangible for example when there is a problem with a meal it is not possible to replace that unsatisfactory experience but an establishment could offer a partial refund or offer a future complementary. Therefore employees need to be able to assess and evaluate a particular situation with confidence and authority and be in a position to provide a solution. Guidelines should be clearly stated to ensure employees respond in a consistent manner. Greater freedom may be available as long as direct financial consequences are not involved. Employees should be

encouraged to take responsibility for decisions and if they cannot make a decision on a problem they can pass it to the next person above them.

Sometimes employees could make wrong decisions but Novertel, part of the French Accor Group argues that it is important that the staff have made the decision for themselves and have had the opportunity to learn from their mistakes. This requires total absence of a punitive environment when mistakes are made or employees will avoid making decisions. Empowerment implies trust and confidence by management in their employees. It is a direct factor of effective human resource development policies which gives staff skills and confidence to act autonomously and on the other hand supervisory and management culture that is based on trust and partnership and not control and censure.

Staff will be able to act if equipped with skills and knowledge to do and more importantly if they know that their managers will support whatever action they decide on and will not penalize or undermine such decisions. Training in empowerment is important so as to enhance employee skills and understanding towards work scope. Hence the role of training should be in place when delegating power to employees. An empowerment without skill training and building development is likely to fail.

2.2.2 Job stress

Blau, (1981) defined stress as the incompatibility between a person's competency and environment. Pearsons and Moomaw (2005) suggested that job stress is caused by work situations and one can get angry, furious, tensed, worried, depressed and anxious. Cooper, (1988) attributed job stress to factors essential to the job, relationship with others, organizational structure, management role, career and achievement, home and work. These sources of stress influence how employees perform. When an employee is not in a position to handle this stress he or she will perform poorly (Jamal, 1990).

According to past research on influence of stress on job performance, the Yerkes- Dodson principle indicated a reverse u relationship between the job stress and performance (Yerkes and Dodson, 1908). This means that increase in work stress enhance performance, however when the stress reaches a certain degree, if it increases, employee performance will reduce. A similar study by Huber (1981) reached a similar finding. However excessive job stress increases turnover rate, enhance personnel and training costs according to Parasuraman and Alutto (1984).

Job stress is divided into external pressure and internal stress by Blau (1994). Organizational stress constitutes of excessive workload, business stress and load whereas organizational internal stress involves not being involved in decision making, lack of supervisory support, anxiety and tension.

Stress play a positive role in creating alertness at work but becomes counterproductive once excessive levels of unresolved physical and psychological discomfort begin to affect health, safety and wellbeing of the workforce.

Stress has a negative effect on workers motivation, commitment and performance as well as contribute to sickness and absence (Earnshaw and Morrison, 2001). Stress arise from long hours and work intensification, financial security, lack of opportunity for advancement, pressure to perform well and outside work factors (Faulkner and Patiar, 1997).

Stress is more likely to affect customer-service workers because they are subject to competing, contradictory and conflicting demands from managers and customers (Hochschild, 1983). Poor service poses a serious threat to performance (Ross, 1995) especially where it leads to lost customers (Sosteric, 1996). Workers should develop coping mechanisms where stress is with

their personal capacity to manage. Otherwise, prolonged job stress can lead to burn out or breakdown. (Buick and Thomas, 2001).

- How stress can be managed in an organization using the following strategies:
- Clearly define employee roles and responsibilities to avoid ambiguity
- Improving communication in the workplace
- Allowing employees to participate in decisions and actions that affect their job
- Ensure that the workload is in line with employee capabilities
- Design jobs to provide meaning, motivation and opportunity for the employees to use their skills
- Training employees on stress management
- Deal with workplace discrimination and have laid down procedures of dealing with such in an organization
- Provide opportunities for social interaction among employees for example cafeteria or engaging them in sport activities after work
- Create a just and safe working place
- A fair and just distribution of incentives should be in place
- Encourage employee independence, meaningful and timely feedback and greater responsibilities
- Organizational goals should be realistic and achievable

2.2.3 Immediate boss/ Manager's attitude

The way in which subordinates perceive a supervisors behavior can negatively or positively influence job satisfaction. Communication behavior for example expression, eye contact, vocal expression, facial expression and body movement is necessary for supervisor and employee relationship. Nonverbal messages could also be used and are even more important than verbal communication (Teven, 156).

Employees who think negatively about their supervisors and dislike them are likely not to have motivation to work well whereas those who are positive about their supervisors are more satisfied with their job and work environment. Friendliness, openness and good communication

of supervisors will fetch a higher job satisfaction and a positive work environment. A supervisor or manager who is unfriendly, unwilling to communicate and are antisocial will receive a lot of negativity and low job satisfaction for their employees hence poor performance.

Managers and supervisors must show the leadership skills and values in them so as gather the people or employees and make them one organization. Leadership is the process of influencing teams to accomplish the goals of an organization (Robbins and Coulter, 2005). Skillful leaders recognize and use interpersonal relationship of the team and strengthen the member's loyalty and morale. Effective leaders should have skills such as patiently sharing information, trusting others and recognizing the timing of intervention (Steckler and Fondas, 1995). Corporate leaders must have proper leadership according to their subordinate's different demands for supervision, in order to enhance employee satisfaction and fulfil expected

2.2.4 Work environment

Providing a good working and effective leadership ensures employees work well. The following factors should be done by management to ensure employees are comfortable and thus produce good results:

- Provide a good working condition or environment
- Facilitating communication so that employees are aware of what is happening in the organization and also to provide opportunity for upward communication
- Have facilities for social and recreational programs

- Have a competitive pay structure and benefits package
- Involve them in decision making
- Having well planned trainings and development opportunities
- Recognize employee achievement and reward them
- Give full and fair hearing to employee grievances
- Provide steady work and continuous employment (job security)
- Fair treatment to all employees regardless of race, color, age, sex.
- Advancements through promotions instead of recruiting new staff.
- Don't over control employees

Work environment, higher job satisfaction and lower intentions to leave an organization have been found in individuals whose work environment accompanied the creative requirements of jobs. Enhancing creative performance of employees has been recommended for organizations wishing to remain competitive, in a dynamic environment and for enhancing the overall innovations of an organization.

Employee recognition is important as it creates a positive work environment that motivates staff to excel and be productive. It could be done in different forms from personally commending a staff for his or her effort to recognizing a person effort in a group setting. Through their recognition, management can make an immediate impact on the quality of operations.

It is the job of management to solve personal problems of staff but they should get involved to the extent that productivity is being affected by their problems. However, in this case, care should be taken as one's man solution may be another man's grievances. There are three considerations that could be used: philosophy, authority and procedure. In philosophy, managers should treat both the causes and the symptoms for even if one is complaining of poor pay but you as the manager have found the cause to be the supervisor, both the real

problem of the employee and the managers interpretation should be dealt with. In authority, as a manager your authority could be a barrier therefore you should be approachable and be willing to listen to other people's problems. In procedure, it involves having a recognized procedure for dealing with employee grievances.

There are some recommended good habits to be performed by management which include:

- Avoiding promises
- Investigating well before making decisions
- Avoiding favors
- Taking what people say seriously
- Avoiding reciprocals deals for example, I will solve this for you but you must also do this for me.

Management involvement also ensures the success of an organization. Management should be aware of what is happening in all departments and should take part as this shows the staff how serious and committed they are to the organization. As they spend more time on their various departments, more knowledge is gained and more confidence is acquired and more respect is earned. Employee management interactions produce a sense of stability and a strong work ethics among employees, resulting in higher morale and promoting a positive working environment.

2.3 Measures to be taken to curb effects of family issues on employees performance

2.3.1 Reinforcement of acceptable good behavior

When managers encourage employees to perform in certain ways and employees respond positively, a desired behavior is reinforced. Even when they cannot perform a task well, enthusiastic encouragement can make them improve their performance. Commonly like all people employees respond to praise and encouragement as it improves their self-esteem and ego and motivates them to try harder and achieve more. However managers at times focus on poor performance and ignore the effort put by an employee. Recognizing the effort portrays a manager's good leadership skills. Tactics to reinforce a positive behavior:

- Saying thank you or good job when one has done well.
- Managers should not wait until the formal performance reviews so as to encourage employees but should rather do it always when needed.
- Telling employees directly when they have put effort in their work.
- Meaning what is said through tone of voice, eye contact and body language by manager.

2.3.2 Motivating employees

Motivating employees is a basic key to effective management. It is directly linked to employee performance. Performance of motivated employees are more apparent than that of the demotivated ones. If employees are motivated, they will work harder hence increasing output both quantitatively and qualitatively. However, when not motivated, turnover and absenteeism increases, performance reduce and the efficiency of an organization is impaired. A manager can ensure high productivity through designing jobs that maintain and motivate employees at all levels of an organization.

Sources of motivation are communication, confidence and connection. Communication is vital in that employees should be allowed to voice their needs and managers should be in touch with these needs. Confidence should be instilled in employees since if they are given a choice of actions, they will perform those tasks they believe are likely to bring good results

and subsequent rewards they desire. Employees who are unsure of their capability to achieve certain results are hesitant since they don't want to devote themselves to a project that is likely to fail.

Connection is also important as employees must believe that their success is related to realizing the rewards they desire. Employees must trust their managers and believe that hard work and success will pay off. Managers must explain that the organization cares about its employees and must promise that excellence will be rewarded.

Employees who can see the connection between the results and rewards will be motivated to give their best performance. Individuals will be motivated when effective performance guarantees outcomes that each individual values. Therefore managers must create a work environment in which this situation exists.

2.3.3 Personality

Personality is a dynamic and organized set of characteristics possessed by an individual that uniquely influence the environment they are in. There are factors that affect the development of personality which include heredity and environmental factors. Heredity are those that are passed on and are genetic in make up for example intelligence and temperaments. Those that comprise the environment include, family, culture and situational factors. Family life, social economic level of the family and race of family members influence ones behavior. People from different cultural groups have different attitudes and perceptions that influence their aggression, independence, cooperation and loyalty at work.

There are big five personality traits which influences how one behaves in an organization namely: openness, conscientiousness, agreeableness, extraversion and neuroticism. Openness deals with the degree of creativity, curiosity and preference for variety. Conscientiousness refers to the tendency to show self-discipline and aim for achievement. Agreeableness deals with how one is compassionate and cooperative with other members in an organization.

Extraversion entails being social, assertive and displaying positive emotions. Neuroticism is tendency to experience unpleasant emotions easily and the degree of emotional control. All this five traits explain why certain employees behave in a certain way while at work therefore an organization should test their employees based on this traits so as to know the strong traits that can benefit the organization towards achieving its goals.

2.4 Summary of research gaps

How employees perform in an organization has been shown to be very important to ensure it is effective and productive. Therefore knowing and understanding on what increases their performance and what is detrimental to how they carry out their tasks is very necessary. Most of the organizations today's focus more on other resources that are used in the organization and forget that human resource should be the most important and more attention given to it. They forget that they can have all the necessary resources but if the human resource decides not to use them well it will make an organization fail still.

Thus employees should be given more attention no matter what level they are in an organization and know what they require so as to perform well, be motivated through rewards and promotions, be empowered and be provided with a comfortable working environment so that they can give their best.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the techniques used in the research. It focuses on research design, target population, methods of sampling, data collection and procedures. A brief discussion of data analysis will also be included.

3.1 Study design

There are three types of research designs which include exploratory, descriptive and casual research. The researcher is using descriptive in this research project. Descriptive research is used to describe characteristics of people, objects, environments and organizations. It addresses who, what, when, why, how questions. It is used with a considerable understanding of the situation being studied (Zikmund, Babin, Carr and Griffin, 2013).

Descriptive type of study is used so as to obtain more information on how manager's attitude/supervisor's, pay and reward, empowerment, stress, motivation and personality impact on how employees perform in hotels in Makindu town

3.2 Study area

The study is done in Makindu town Makueni County in Kenya. The study deals with hotels in that county around Makindu town

3.3 Target population

The researcher targets hotels in Makindu town and its immediate surroundings. The hotels are two in number and they include; Savanna hotel, Porini Inn,

3.4 Sampling techniques

Probability sampling is used in this study and under it simple random sampling is used where a case or subject is chosen at random.

3.5 Sample size

The researcher intends to obtain information from 20 employees in each hotel both males and females who work in those hotels mentioned above in Makindu town researcher's target are twenty employees from each hotel.

3.6 Research instrument

Since the study uses descriptive design, questionnaires are used as its instrument.

Questionnaires are constructed by formulating open ended, close ended, contingency and matrix questions. Questionnaires are used as it is considered fastest and a less costly way to obtain information compared to other instruments.

3.7 Data analysis method

Measures of central tendency are used. There are three main ones that are used which include: mean, mode and median.

CHAPTER FOUR: FINDINGS AND DISCUSSION

4.0 Introduction

In this chapter, the results of the research are presented. Data collected from questionnaires are shown in tables. The information is analyzed and compared against the research problems and literature review, relationships are also analyzed. The conclusion is then given based on these results and research questions. The percentages have been rounded up and down to the nearest whole number for uniformity.

4.1 Questionnaire response rate

Out of the 40 questionnaires given out, 40 were received filled well according to the instructions and it constitutes this sample.

Table 4.1: Response rate

Description	Numbers	Percentage
Questionnaires sent	40	100%
Questionnaires not returned	0	00%
Spoilt	2	5%
Total	38	95%
Response rate	38 out of 40	95

4.2 Gender of respondents

Table 4.2: Gender of respondents

Description	Numbers	Percentage
Male	15	37%
Female	25	63%
Totals	40	100%

4.3 Age range of respondents

Table 4.3: Age of respondents

Age range	Frequencies	Percentage
Below 25 years	4	10%
26 – 30	20	50%
31 – 39	8	20%
40 - 49	5	12%
50 – 59	3	8%

4.4 Level on working environment

On how satisfied the employees were with their working environment, the study found that:

Representation in numbers and percentage:

Table 4.4: Working environment

Description	Numbers	Percentage
Strongly agree	20	$(20/38) * 100\% = 71\%$
Agree	10	$(10/38) * 100\% = 26\%$
Disagree	3	$(3/38) * 100\% = 7\%$
Strongly disagree	5	$(5/38) * 100\% = 1\%$

These showed that the one with the highest number of respondents and percentage (71%) that is to agree wins .

4.5 Level of working hours

On the comfort ability with the working hours, the study showed the following;

Representation in numbers and percentage

Table 4.5: Working hours

Description	Numbers	Percentage
Strongly agree	17	$(17/38) * 100\% = 44\%$
Agree	13	$(13/38) * 100\% = 34\%$
Disagree	5	$(5/38) * 100\% = 13\%$
Strongly disagree	3	$(3/38) * 100\% = 7\%$

Agree has the highest number of frequencies and percentage hence showing that most people are comfortable with their working hours.

4.6 Level on opinion

The following results were obtained on whether employees put forward their opinions freely;

Representation in numbers and percentage

Table 4.6: Opinion

Description	Numbers	Percentage
Strongly agree	20	$(20/38) * 100\% = 52\%$
Agree	15	$(15/38) * 100\% = 39\%$
Disagree	2	$(2/38) * 100\% = 5\%$
Strongly disagree	1	$(1/38) * 100 = 2\%$

4.7 Level on reward and recognition

The findings were as follows; Representation in numbers and percentage

Table 4.7: Reward and recognition

Description	Numbers	Percentage
Strongly agree	18	$(18/38) * 100\% = 47\%$
Agree	14	$(14/38) * 100\% = 36\%$
Disagree	4	$(4/38) * 100\% = 10\%$
Strongly disagree	2	$(2/38) * 100\% = 5\%$

4.8 Level on balance between family and work issues

Representation of the results in numbers and percentage

Table 4.8: Balance between work and family issues

Description	Numbers	Percentage
Strongly agree	21	$(21/38) * 100\% = 55\%$
Agree	12	$(12/38) * 100\% = 31\%$
Disagree	1	$(1/38) * 100\% = 2\%$
Strongly disagree	4	$(4/38) * 100\% = 10\%$

4.9 Level on relationship with supervisor

Representation of the findings in numbers and percentage

Table 4.9: Relation with immediate supervisor

Description	Numbers	Percentage
Strongly agree	25	$(25/38) * 100\% = 65\%$
Agree	10	$(10/38) * 100\% = 26\%$

Disagree	3	$(3/38) * 100\% = 7\%$
Strongly disagree	0	0

4.10 Level on promotion and reward

Representation of the findings in numbers and percentage

Table 4.10: Reward and promotion

Description	Numbers	Percentage
Strongly agree	19	$(19/38) * 100\% = 50\%$
Agree	11	$(11/38) * 100\% = 28\%$
Disagree	3	$(3/38) * 100\% = 7\%$
Strongly disagree	5	$(5/38) * 100\% = 13\%$

4.11 Level on relationship with other members of staff

Representation of the findings in numbers and percentage

Table 4.11: Relationship with other employees

Description	Numbers	Percentage
Strongly agree	26	$(26/38) * 100\% = 68\%$
Agree	8	$(8/38) * 100\% = 21\%$
Disagree	0	0
Strongly disagree	4	$(4/38) * 100\% = 10\%$

4.12 Level on stress management

7% of the respondents said that they could not manage stress whereas 93% agreed that they could manage stress so as not to interfere with their performance at work. Some of the ways they gave on how they manage their stress include;

- Keeping oneself busy
- Talking to a trusted friend, manager or supervisor
- Avoiding people or things that can give one stress
- Planning one's work schedule so as to have time to solve the stress
- Doing a lot of physical exercise
- Seeking guidance and counseling

- Getting enough sleep or rest
- Having being trained on stress management
- Not taking stress as a personal challenge but something that can affect everyone
- Solving personal issues differently from work issues
- Socializing a lot with fellow staff
- When the situation is unbearable, seek for an off duty for some time to sort out the issue
- Following workplace rules and regulations

4.13 Level on what motivates them

Some of the factors they gave on what motivates them to give their best include;

- Teamwork and unity amongst themselves
- A good working environment
- Clearly defined roles and responsibilities
- Promotion
- Being paid overtime and public holidays
- Appreciation by the customers to the good services they offer
- Good relationship with the management
- Salary increments
- Improvements on employee welfare
- Rewards by management and customers
- Recognition of the effort one has put in his or her work
- The fact that if they give good service, clients will keep being loyal
- Satisfaction from customers
- Good work relations with all members
- Competition from other staff
- Job security
- Good communication between management and staff
- Being involved in decision making
- End of year party
- Being taken out for a retreat by the company

CHAPTER FIVE : SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

The purpose of this research was to evaluate the work and family issues that affect employee performance in hotels. The research was conducted on a realized sample of 81 hotel employees who works in hotels in akindu town. This chapter contains an analysis of the research findings that were presented in Chapter Four. Also included are the meaning and interpretation of the research results; acceptance or rejection of the hypothesis and recommendations based on research results. An overall summary of the research findings is now presented.

5.1 Summary of findings

The results obtained showed that most employees try to balance between work and family issues so as not to interfere with their performance at work since more concentration is required in their work. How they try to deal with this is by handling family issues at home and dealing with work issues at work. The influence of family issues on how employees perform could be immense if not controlled by an individual through stress management and having self control.

The issues brought forward by the respondents in this study as it influences employee performance include the Organization's working environment; working hours, good pay, fairness, ability to air out opinions freely, personal problems, recognition and reward on their efforts and involvement in decision making.

There is a relationship between the Personal problems and employees' performance in the hotels. Employees who are contented at home will come to work happy and perform well likewise to those who are contented with their job and are happy doing it will perform well

whereas those with problems at home or at work with colleagues will tend not to perform well.

The firms with friendly, supportive and appreciative managers and supervisors have more positive impact on employees' performance. The results also suggested that there is a positive relationship between manager's attitude or immediate supervisor and employees' performance. The two hypothesis were tested and the results were as follows:

57% of respondents agreed that there is a relationship between work and family issues and that they balance between the two so as not to interfere with their performance at work whereas 17% disagreed and 19% were unsure. Hence confirming that there is a significant relationship between work and family issues and employee performance.

71% of the respondents agreed that there is a relationship between work environment and employee performance whereas 15% disagreed and 14% were unsure of their work environments and its influence on their performance. This shows that there is a significant relationship between work environment and employee performance

5.2 Conclusion

Employee performance improves service quality and increases guest satisfaction. In this case managers should be keen to provide facilities and resources to their employees so that they can perform well hence the success of a hospitality firm. This study identified factors that affect how employees perform in the hotel industry. The results suggested the importance of employee performance and that managers should focus on the welfare of its employees, if they want to enhance their business. Based on the results, we are able to see that good working environment, personal issues, good pay, good relations with supervisors and fellow staff, reward and incentives affect the way employees perform in the hospitality industry.

Money motivates employees to give their best therefore a good remuneration pack is necessary so as to ensure service quality and organizational performance. A good working environment and conditions increases job satisfaction and employees will try to give their best which in turn increases their performance. The importance of fairness or equal treatment in everything that takes place at the workplace has also been pointed out. If the hospitality industry creates a fair competitive environment, fair compensation, fair treatment and fair working hours it will improve the job attitude of employees and motivates them to be hard working.

Job security also proved to be an important factor which either makes them perform or not. Employees who have job security tend to perform better than those without it.

After these considerations, we see that satisfied and motivated employee offer good service for the organization hence its productivity, efficiency and effectiveness.

5.3 Recommendations

Based on this study, the analysis on both work and family issues that affect employee performance in hotels in Makindu, the following recommendations are made to the managers of hotels;

1. To clearly understand the various motivating factors for employees so that they can perform better
2. Create a favorable working environment and conditions for their employees
3. Clearly state the roles and responsibilities of each employee to avoid conflicts
4. Try to facilitate good relations between employees and management so that employees will be free with them
5. Involve employees in decision making and allow them air their views or opinions about any issue that affect how they perform their work

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APPENDICES

Appendix A: Introduction letter

My name is SIMON MUNYAO, registration number HPM-4-4217-22, a fourth year student at Greta University carrying out a research on

How both work and family issues influence on performance of employees in hotels in Makindu town

No names or distinguishing personal, social, behavioral, geographical or individual identifying characteristics will be evident to the reader of the final research paper. The information will be used purely as a tool to gather information on factors influencing employee performance.

Be as honest as possible in giving your responses; do not leave any questions blank. Tick one response according to what you feel about the issue asked.

I am really grateful for your taking part in this study. Thanks

Appendix B: Questionnaire

Part A

Personal information

- 1 Gender male female
- 2 Job position -----
- 3 Marital status -----
- 4 Age -----
5. How long have you been working for this hotel?

Part B

Effects of family issues on employees performance

(kindly tick inside the box of your choice)

5. increase in in family responsibility decrease employees performance.
Strongly agree () Agree () Disagree () Strongly disagree ()
6. Balancing family duties and work commitments can be challenging
Strongly agree () Agree () Disagree () Strongly disagree ()

Part C

Factors affecting employees performance

7. Do you think employees will perform well when motivated?
 Yes No
6. I am satisfied with the working environment of my place of work
Strongly agree () Agree () Disagree () Strongly disagree ()
7. I am comfortable with the present working hours
Strongly agree () Agree () Disagree () Strongly disagree ()

8. I am happy with the right that I put forward my opinions freely
Strongly agree () Agree () Disagree () Strongly disagree ()

Part D

Measures to curb effects of family issues on employees performance

9. I feel contented with the recognition and reward for my efforts at work
Strongly agree () Agree () Disagree () Strongly disagree ()

10. I am in a position to maintain a healthy balance between work and family issues
Strongly agree () Agree () Disagree () Strongly disagree ()

11. I find it easy to talk to my supervisor or manager about my performance
Strongly agree () Agree () Disagree () Strongly disagree ()

13. I am satisfied with work relationships with people around me
Strongly agree () Agree () Disagree () Strongly disagree ()

14. Do you manage family stress as an individual so as not to interfere with your performance at work?

If yes, explain how

15. what motivates you as an employee to give your best ?

16. I am in a position to maintain a healthy balance between work and family issues

Appendix C: Work plan

MONTH	ACTIVITIES
2024 january to 2024 may	Proposal writing
2024 may to 2024june	Designing questionnaires
2024 june 2024 july	Issuing of questionnaires
2024 july to 2024 augast	Data sorting analysis and classification
2024 augast	Submission of report to supervisor

Appendix D: Budget

ITEM	AMOUNT(KSHS)
Stationary	2500.00
Computer services	4000.00
Photocoping and binding	2500.00
Transport	3000.00
TOTAL	12000.00