

**EFFECT OF WORK LIFE BALANCE ON JOB SATISFACTION AMONG
EMPLOYEES OF THE SERENA GROUP OF HOTELS, NAIROBI**

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DECLARATION

This research project is my original work and has never been presented to any other university or institution of learning. Appropriate referencing has been made where citation of other people's work has been done. I take full responsibility for the unintended typographic errors and/or any short coming that may be found in this research report.

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The research project has been submitted with the approval of my supervisor.

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DEDICATION

I dedicate my project to my loving parents (Mr. and Mrs. Mbithi) and siblings. I could not have made it this far if it was not for the love, prayers and support you have given me. May God bless you all.

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ABBREVIATIONS AND ACCRONYMS

AKFED	-	Aga Khan Fund for Economic Development
AKDN	-	Aga Khan Development Network
GDP	-	Gross Domestic product
HR	-	Human Resource
ILO	-	International Labour Organization
KER	-	Kenya Economic Report
TPSL	-	Tourism Promotion Services Limited
WLB	-	Work Life Balance

ABSTRACT

In recent years, work life balance has been perceived to be critical to retain and attract qualified personnel. With the tremendous rise of growth and competition in the hospitality industry this study examined the work-life balance culture in the hospitality industry as it is faced with increased competition forcing employees to work for longer hours due to the complexity and intensified workload that leads to poor work life balance. The main objective of this study was to analyze the effect of work life balance on employee job satisfaction in the hospitality business in Kenya with a focus on Serena Hotel. The task included assessing the six main components of work life balance that include: self-management, time management, stress management, managing change, managing technology, and managing leisure time. The study reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. The study was supported by two theories, the social exchange theory and the Herzberg's Two Factor theory. The study employed descriptive study design and involved all employees of Serena Hotel, Nairobi branch. Stratified random sampling technique was used to select the sample which was 51. The employees were from the following departments: housekeeping, food & beverage services, kitchen, from office and administration department. Stratified random sampling technique was used to select the sample. A semi structured questionnaire was used to collect primary data for this study. The study adopted a multiple linear regression analysis model to establish the strength and direction of the relationship between the independent variables and the dependent variable. The study results demonstrate that there exists a positive association between work life balance and employee job satisfaction in the hospitality industry of Kenya. The findings revealed that time management and managing leisure time seem to be the variables with the highest influence on job satisfaction, followed by managing change and stress management. Self-management and managing technology have a minimal influence on employee job satisfaction. The study therefore concludes that all six components of work life balance namely: self-management, time management, stress management, managing change, managing technology, and managing leisure time have a key role to play in the job satisfaction of employees in the hospitality industry. The study recommends the need for management of hotels in Kenya to practice work life balance or enhance it if they need to improve productivity by the employees.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In contemporary human resources, workers are seen to be one of the most significant assets for the compelling and proficient execution of an association and without the individual endeavors and duty of the HR, associations will fail (Torrington, et al, 2005). Work life equalization or balance is additionally seen to be basic to hold and pull in all around qualified staff and many people are keen on working in associations where there is a superior work life balance. Additionally, work has been an essential piece of the regular daily existence of individuals. How individuals have considered the functioning background has additionally been a well established worry for employers and their employees (Davis & Cherns, 1975; Mills, 1978). The dynamic idea of work home relations has made a noteworthy test in keeping up a work life balance. This has prompted a mind boggling connection among associations and their workers. As associations are searching for better execution and profitability, at the same time employees are looking for happiness, better pay, advancement and occupation fulfillment while as yet keeping up their own lives.

To guarantee a smooth and viable running of an association a work-life equalization must be kept up to guarantee that all employees are running at their pinnacle potential and free from anxiety and along these lines associations search for various methods for propelling their employees, so as to accomplish the ideal outcomes for the association. Having work life parity will empower employees to pick up a feeling of wellbeing, relative fulfillment and give a stage to them to develop and create as people and along these lines expanding

singular responsibility and profitability that supports accomplishment of authoritative adequacy (Hian & Einstein, 1990; Nachmias, 1988; Guest, 1979; Walton, 1985).

This examination is educated by two key hypotheses the social trade hypothesis and the Herzberg's Two Factor hypothesis. The social trade hypothesis expresses that human being connections and communal behavior are established in a do business process. In any association, persons gauge the dangers and prizes. At the point when connections become excessively hazardous, people will in general end them inside and out. With regards to this examination this hypothesis can be utilized to comprehend the nature of the connection among laborers and businesses and in advancing employment fulfillment through ace social behavior, authoritative citizenship behavior and additional job execution (Lambert and Waxman, 2005). Then again Frederick Herzberg on his investigation on employment fulfillment produced the Herzberg's Two Factor Theory, where the hypothesis distinguished that there are certain aspects at the work setting that reason work completion, while a different plan of fundamentals that reason dissatisfaction (Durai, 2010). Hellriegel and Slocum (2009) attested that administrators have the chance to impact the fulfillment levels of their workers through structure of their occupations. Well-planned occupations help achieve two significant objectives: completing the essential work in an auspicious and able way, and spurring and testing employees (Borman, 2004).

In Kenya the neighborliness division makes a huge commitment to income, in 2017 the travel industry area contributed around 10 percent to GDP and 9 percent of complete formal compensation work meaning 1,137,000 occupations with this figure expected to ascend by 3.1% in 2018 to 1,172,000 employments (KER 2017). Regardless of the

noteworthy figures, observational investigations have uncovered the neighborliness business records the most astounding turnover rates. As per International Labor Organization (ILO, 2001), work turnover in the inn business in Kenya, particularly in the hotels was assessed at 60% continuously 2000. This was ascribed to employees' disappointment with their occupations.

Serena Group of Hotels, Kenya has been in one of the leading hotels in the country for decades and has branches all around the country from the uptown to the interiors. This study is motivated to look at how well the human resource policies are effective to insure work life balance and job satisfaction to all employees in the hotel because if not well checked can lead to significant negative impacts from affecting the, broken unhappy homes, upbringing of children, poor social lives and health issues resulting to a work-life conflict and in the long run affecting institutional performance, job satisfaction levels, turnover rate, health, organizational loyalty and career longevity.

1.1.1 Work Life Balance

Work life leveling sees that many people have various occupations in their lives. Work-life equality practices help bound the proportion of labor time disagreement and moreover center on the forerunners (Dissanaya & Hussain, 2013; Lero and Bardoel, 2009). Conflict at the place of work is the between occupation battle that results when a specialist's employment conflicts with another area, for instance, being a mate, close relative or with various spiritual and unwinding works out (De Cieri and Bardoel, 2009). A part of the forerunners of work-life conflicts consolidate overpowering occupation solicitations and work over-troubles (Orogbu, Onyeizugbe, & Chukwuemeke, 2015). Work-life equality ensures that the two watchmen and non-gatekeepers advantage for

working blueprints that give an agreement between requirements of the workplace as well as the individual commitments (Redmond Valiulis and Drew, 2006).

Work life dusk is a preparation that is expected to empower employees to all the more promptly supervise their job and non-working events such as work-family courses of action (Hudson Resourcing, 2005). A bit of the presence practices that ought to be counterbalanced with business may include: versatile working strategy (home working, compacted hours), leave game-plan (yearly leave, Parental leave), subordinate thought help (baby care strategies), general organizations (Employment right hand programs), learning, voyage, sport, resolved work, individual progress, amusement or eldercare (De Cieri and Bardoel, 2009). Work life evening out is thusly described as an adequate rank of commitment between the different occupations in the life of a person (Dissanaya&Hussain, 2013).

As shown by Clarke, Koch and Hill (2004), the balance between work and life is all around linked with harmony between the proportion of the efforts as well as time that a person provides for labor as well as individual deeds, in order to keep up a general sentiment of congruity for the duration of regular daily existence. Directors should thusly work significantly with their agents to set up blueprints, which consider the necessities of the business similarly as the non-work portions of laborers' lives (Barrera, 2007). Barrera (2007) battles that the two employees and directors are crucial to the ensuing exploit and triumphant execution of this balance between work and life procedures as well as practices which must be cultivated by a combined energy of the two (Barrera, 2007; Vishwaet al., 2015).

1.1.2 Job Satisfaction

Occupation satisfaction is described as a condition of mentality of how an individual feel towards work (Odembo, 2013). It is moreover described as people's opinions and moods about combination of common and unnecessary aspects to occupations and the connections they play out their jobs in. "The aspects of work contentment are linked to salary and wages, growth, benefits, work nature, supervision, and relationship with accomplices" (Freyermuth, 2004). Laborers' action satisfaction is considered as all-around module of an affiliation's human resource philosophies. Simatwa (2011) describes work satisfaction as a limit which is earnestly related to how much one's up close and personal needs are fulfilled in the movement situation. Laborers are the most satisfied and advantageous when their movement offers them security from fiscal strain, affirmation of their effort clean course of action of protests, opportunity to contribute contemplations and proposition, enthusiasm for fundamental administration and managing the issues, clean implications of commitments and obligations and open entryways for headway, coincidental points of interest, sound portion structure, stimulus plans and advantage sharing activities, prosperity and safety efforts, government handicap, pay, correspondence, correspondence system ultimately, quality of basic trust respect (Kuria, 2011). Business satisfaction along these lines infers pleasurable eager state of tendency that results from execution of work (Simatwa, 2011).

According to (Locke, Hackman, Oldman) work satisfaction has been described as a person's "energetic reactions" to their actions. H.M. Weiss (2002) battled that the three forms of an considerate decision as for occupations, loaded with inclination periods at the place of work, and feelings regarding livelihoods ought to be perceived. To Weiss, work

contentment is certainly not a loaded with inclination reaction, yet rather a mood that is an evaluative verdict including items (Lim, 2008). Ilies and Judge (2004) connected to these descriptions and portrayed work contentment as "An attitudinal thought reflecting one's evaluation about one's business, similarly as an energetic reaction to it".

There are unmistakable instruments of business contentment or satisfaction that are utilized in the composition dependent on the diverse descriptions. All things considered, most of the definitions will when all is said in done spread the enthusiastic tendency a specialist has towards their action. This could be the action all things considered or their tempers towards unequivocal pieces of it, for instance, their accomplices, pay or working conditions. Besides, how much work results meet or outperform wants may choose the level of business satisfaction. This assessment displays that the accumulating delight in work tasks meant as a rule business satisfaction.

1.1.3 Hospitality Industry in Kenya

In Kenya, the travel business is one of the most significant financial divisions and a main segment in universal exchange. The part contributes 10% to the Gross Domestic Product (GDP) and utilizes about 11% of the absolute workforce in the nation. The division has recorded great development brings about terms of remote trade income and worldwide guest landings to Kenya. The Kenya's travel industry division recorded a twofold digit ascend in income in 2017 to record simply under Kshs. 120 billion in income receipts. This indicates a 20.3% development in audit contrasted with 2016 when the travel industry area earned Kshs. 99.69 billion (KER 2017).

The solid development in the travel industry receipts was supported by a 9.8% development in complete global landings into Kenya via air, ocean, and cross-fringe. In

2017, 1,474,671 entries came into Kenya while 2016 recorded 1,342,899 landings. The quantity of inn bed-evenings inhabitation expanded by 11.3 percent from 6,448.5 thousand out of 2016 to 7,174.2 thousand of every 2017. The quantity of global meetings shrunk by 15.9 percent from 227 out of 2016 to 191 of every 2017 while neighborhood gatherings expanded by 2.4 percent from 3,755 to 3,844 over a similar period (World Travel and Tourism Council (WTTC) "Financial Impact 2017 Kenya" report).

The expansion in landings to Kenya outpaced the evaluated worldwide development in the travel industry numbers, as indicated by the most recent United Nations World Tourism Organization (UNWTO) (World Tourism report 2017). The report showed that universal vacationer landings (medium-term guests) worldwide expanded by 7 percent to arrive at an aggregate of 1.32 billion out of 2017.

This development of the inn and the travel industry can be credited to various elements, including, progressions in data and correspondences innovation that have reformed activities in the inn business. Utilizing PCs has disentangled most lodging tasks that were already monotonous to embrace physically, for example, taking care of further the foundations of new accommodation have additionally been created in numerous pieces of the nation to cook for the expanded quantities of remote guests just as residential explorers.

Notwithstanding, in spite of the development the area has confronted various difficulties key among them are rivalry from rising vacationer goals, inside in nation rivalry and improved correspondence that empowers clients to get data all around helpfully. Expanded supply moves bartering capacity to the purchaser of the travel industry items.

Self-cooking and different substitutes mean expanded interest for higher level client experience. Cost intensity and readiness in administrations and items are issues for rivalry among administrators in the lodging business (Okombo, 2013).

1.1.4 Serena Group of Hotels, Kenya

The Serena Group of Hotels is a universal inn bunch with a worldwide customer base. It was set up in the 1969 and at present possesses and oversees thirty-five up-advertise inns, safari cabins, camps and extravagance resorts in East and Southern Africa and Asia, furnishing customers with marvelous settlement, meeting as well as occasion arrangements (Serena Hotels, Company Profile, 2011). The Serena Group, Kenya originally began its activities in lodgings and the travel industry in Kenya under the "Serena" title in the mid 1970s. At the point when the Serena Group was built up, the point was straightforward however testing: to turn into the main inn bunch in East Africa. Nowadays, this objective has turned into realism and Serena Hotels, Kenya are perceived both locally and universally as obvious market pioneers due to their offer of the most elevated benchmarks of administration in foundations of special plan in key areas all through the region.

Serena Group of Hotels, Kenya properties, are situated in probably the mainly stunning and key areas that have obvious deliberation to offer energizing products for their customers. in possession of an unmatched spotlight on item, administration gauges and visitor fulfillment, Serena Group of Hotels, Kenya proceeds in its mission of becoming the inn/cabin of decision for the observing voyager. Serena Tourism Promotion Services is the arm of the Aga Khan Fund for Economic Development (AKFED), a worldwide improvement organization and the main revenue driven foundation in the Aga Khan

Development Network (AKDN) that was established by the Aga Khan in 1984 to do AKDN's exercises in financial advancement and possesses 45% of the offers.

AKFED advances the travel industry by structure and overseeing lodgings, in those territories of the creating scene that add to monetary development in a financially suitable and naturally delicate way. Undertakings must not exclusively be financially solid, yet in addition have long haul improvement potential for the nation and the locale (Jones, 2004). In 1997, the Kenyan activities under the name Tourism Promotion Services Limited (TPSL), was glided in the Nairobi Securities Exchange as an open organization. In Kenya it as of now works in 8 areas.

1.2 Research Problem

Deficient work life parity is a key issue that represents a major hazard to laborers prosperity, their exhibition just as the hierarchical presentation. Numerous employees frequently experience issues in endeavoring to offset work obligations with their public activity. Then again, having a family and a place to work form the most significant spaces of life for most grown-ups (Piotrkowski, 2009). All inclusive, the cutting edge financial system and the connected communal alterations like mechanical headway and expanding number of double worker families, has exhibited weight on fitting individual, family and work life. For associations to have better profitability, work fulfillment and greater duty from employees then they have guaranteed their workers are glad and fulfilled (Alexandra, Beauregard, and Henry, 2009).

In Kenya, most associations need arrangements that help the prosperity of their employees as indicated by a review done by Strathmore Business School in 2011 (Munro,

2015). Njenga I.K (2007) found a positive connection between occupation fulfillment, authoritative responsibility and the exhibition from an investigation of open optional schools in Dagoretti, Nairobi. Ntuara S. T (2008) completed an overview of the link between worker satisfaction as well as hierarchical execution of organizations recorded in the Nairobi Stock Exchange. She secured that position fulfillment had some effect on the recorded association's presentation yet is insignificant as it represented just 8.7% of the change in execution. On a similar note, Kangure (2014); Njoroge (2014); Mukururi and Ngari (2014);Kamauet al., (2013); Kuria (2011); Mokaya and Gitari (2012); Ng'ang'a (2010).Simatwa (2011); and Odembo (2013) embraced various investigations on the zone of research anyway they neglected to give point by point experiences on the effect of work life balance on occupation fulfillment.

The cordiality business in Kenya has changed radically because of expanded challenge constraining employees to need to work longer hours because of the unpredictability and strengthened outstanding task at hand, in this manner encountering a great deal of work weight and making a background of deprived balance between work and life. Associations in the neighborliness enterprises are currently encountering high work turnover, physical whines and truancy along these lines bringing about colossal misfortunes brought about by worker disappointment. Nairobi Serena Hotel, Kenya is a main five-star inn which has buckled down through its employees to counter expanded challenge in order to extend its piece of the pie. Along these lines there is have to discover how Nairobi Serena Hotel, Kenya handles the issue of work-life equalization of their staff and how it has affected employees' activity fulfillment.

In spite of the fact that the investigations achieved their set targets, they did not dive into the effect of this balance with satisfaction of employment, in addition to worker execution. There is a lack of distributed work on the effect of work life balance on employment fulfillment, especially with regards to creating nations in the dynamic African area and explicitly in Kenya. This investigation means to add to the assemblage of information that exists. The investigation looks to respond to the inquiry: What is the effect of balancing work and life on employment satisfaction in Nairobi Serena Hotel?

1.3 Objectives of the Study

The main purpose of this study is to analyze the impact of work life balance on employee job satisfaction in the hospitality business in Kenya with a focus on Serena Group of Hotels.

1.4 Value of the Study

To academicians, it will make contributions to contemporary debates on work-life balance and answer the why which forms the basis for explanatory research in future. HR professionals being initiators and caretakers of HR arrangements will likewise pick up understanding on the significance of figuring and executing work-life balance and worker execution approaches. It is imagined that work life balance practices add to work fulfillments and higher representative execution, and thus better business implementation. The rulers and the human asset plan developers can use the finding as allusion for approaching regulations on the board and control of employees in associations. They will almost certainly make use of the discoveries of the investigation to figure realistic method that sufficiently address issues looked by the organizations in the concocting work-life balance strategies.

The study or examination will be significant to the staff, the executives of the Serena Group of Hotels, Kenya, and HR experts. To the staff of Nairobi Serena Hotel, it will empower them to keep up a decent work-life balance and subsequently give better administrations to their customers and in this manner contribute even significantly more to the achievement of the foundations objectives. To the management it will enable them to distinguish what prompts representative low profitability and goal to leave, gain knowledge on the commitment of work life balance in upgrading worker execution, give a stage to planning and viably actualizing better working environment strategies such as adaptable work routines, paid downtime (PTO) arrangements, wellbeing and welfare of staff, decreased pressure and debilitated leave, and pay structures among others along these lines improving associations viability and effectiveness through recognizing various variables affecting representative work-life balance and job satisfaction.

To the policy makers, government agencies and other organizations, this study will present useful knowledge in formulating policies and regulatory frameworks on human resource management and in particular Work-Life Balance practices for better organizational performance and individual employees' job satisfaction. Through that they could build-up and introduce new policies and strategies in order to eliminate the issues faced by employees.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This part displays an audit of writing appropriate to the examination as exhibited by different specialists, researchers' experts and writers. Past investigations are significant as they control the scientist on different examinations done on the equivalent. A writing audit is a basic assessment and investigation of a distributed collection of information that has been hypothesized and conceptualized by numerous researchers (Mouton, 2001). This part catches the hypothetical writing just as the observational writing. The section additionally highlights the factors that impact work life balance on occupation fulfillment, and the synopsis of the part.

2.2 Theoretical Literature

This segment shows the speculations whereupon the present investigation is grounded on. The speculations are; the social exchange theory and the Herzberg's Two Factor Theory.

2.2.1 Social Exchange Theory

The Social exchange theory was made by Homans in 1958. He acknowledged that any social relationship between people incorporates costs and rewards. He from the start used the articulation "social lead" for what others later called social exchange. He communicated, "Social direct is an exchange of items, material product yet also non-material ones, for instance, the pictures of underwriting or reputation" (Homans, 1958, p. 606), and later in his works, social direct is seen "as an exchange of development, considerable or vague, and practically satisfying or costly, between in any occasion two individuals" (Homans, 1961, p. 13). At the insignificant level, carrying on an exchange with someone costs you time and essentialness, yet that time and imperativeness can be

balanced the prizes expanded, for instance, attestation of your value and the progression of a relationship. Blau (1964) portrayed social exchanges as "unyielding exercises of individuals that are moved by the benefits they are depended upon to bring and consistently do as a general rule bring from others (p. 91)." The prizes we get in a social exchange can be either trademark (love) or superfluous (help with tasks). At any rate one of the get-together's is dependent on the other which is what prompts the social exchange; that is, a person's near and dear goal must be met through coordinated effort with another person (Blau, 1964).

The speculation has been used to understand the idea of the association among workers and directors. The social exchange perspective fights that people learn the general worth of a particular relationship by subtracting its costs from the prizes it gives (Wainaina, 2015).

2.2.2 Herzberg's Two Factor Theory

Hertzberg (1950) establishes his hypothesis with his examination of 200 bookkeepers and engineers that were gotten some information about their positive and negative recognitions about their work. Hertzberg (1950) recommends that there are two main considerations that fundamentally impact employee motivation and fulfillment. He calls these two factors as rousing variables and hygiene factors. Inspiration variables can be seen as being perceived, having the option to appreciate the work and vocation movement. Cleanliness components are portrayed as advantages, relationship, policies and pay. Hertzberg (1950) contends that those variables are separated and working independently. While persuading variables have direct effect on expanding employee motivation and fulfillment, the missing of propelling components does not really produce

employee disappointment. Then again, cleanliness variables don't appear to increase motivation and fulfillment, anyway the missing of cleanliness elements will have direct effect on employee disappointment. Albeit rousing elements and cleanliness components appear to be disconnected and working autonomously, as per Herzberg's two-factor hypothesis both motivating elements and cleanliness elements must be dealt with extensively and in parallel to achieve most extreme outcome.

The Herzberg's two-factor hypothesis is likely the most generally known and acknowledged methodology relating straightforwardly to work fulfillment. Herzberg tends to the issue of employment fulfillment as far as those variables which cause fulfillment (sparks) and those which cause disappointment (cleanliness) (Noell, 1976).

2.3 Components of work–Life balance

Work-life balance entails having some breathing space for yourself each day; feeling a sense of accomplishment, while not being consumed by work; and having an enjoyable domestic life without short-changing career obligations. Work-life balance consists of six key components: Self-management, time management, stress management, managing change, managing technology and managing leisure time (Mark & MacDermid, 1996).

2.3.1 Self-Management

Self-management means that employees manage and monitor their own behavior and are responsible for the decisions they make (Kimberley et al., 2014). Self-management also means that employees, in the absence of any external control, make decisions that are less attractive, but more desirable (Frayne & Geringer, 2000). Self-management strategies help structuring the work environment, increase self-motivation, and facilitate behaviors

that contribute to the achievement of performance standards (Murphy & Ensher, 2001; Tims et al., 2013). Self-management strategies consist of self-observation, self-goal setting, self-cueing, self-reward, and self-punishment (Houghton & Neck, 2002). Self-observation means that individuals are aware of why and when they show certain behaviors. This awareness may lead individuals to change their behavior to improve their performance. Self-goal setting contributes to goal achievement and performance when goals are specific, challenging, and attainable (Bakker & Bal, 2010). Self-cueing refers to using reminders that help focusing on what individuals need to accomplish, which enables employees to adjust their behavior to improve their performance. Finally, self-reward and self-punishment are referred to as incentive modification. That is, desirable behaviors are reinforced (e.g., treating yourself with something you like), while undesirable behaviors have aversive consequences (e.g., be tough on yourself when you do not perform well). Together, these strategies are aimed at encouraging desirable behaviors and preventing undesirable behaviors, thus ensuring successful performance (Raabe et al., 2007). Sufficiently managing yourself can be challenging, particularly in getting proper sleep, exercise and nutrition. Self-management is recognition that effectively using the spaces in our lives is vital, and that available resources, time and life are finite. It means becoming captains of our own ships. No one is coming to steer for you.

2.3.2 Time Management

Time management is a set of principles, practices, skills, tools and systems that help a person use his or her time to accomplish what one wants (Rao, 2005). Managers want to be more effective; they must recognise the time and what their job really is and then use

the resources at hand to support rather their own nature (Adejo, 2012). Rich (2012) identified four primary habits that serve as possible staples of personal productivity. Those four techniques are; setting goals, prioritising tasks, scheduling time and staying organised with high support from other writers on time management. Tavakoli et al. (2013) argued that for a person to manage time he or she must set goals and priorities. This includes such behaviours of setting goals one wants to accomplish and prioritising tasks to achieve these goals. According to Rich (2012) prioritising tasks or activities supports goal accomplishment because it is the most potential step that lines up the goals for the purpose of achieving them. Taylor (2012) argues that time management is not straightforward task as it requires individual to change the behaviour by creating realistic time frames and putting completion dates on the items on to-do list. Effective time management involves making optimal use of your day and the supporting resources that can be summoned.

2.3.3 Stress Management

Stress is changing to a common phenomenon among the employers and employees (Michie, 2002). Employees experience and feel stressed continuously and therefore the reactions of stress at the workplace are not a separate aspect (Lin et al., 2013). Fairbrother & Warn (2003) posit that stress at work is also increasing due to external factors such as technological advancement and changes in the economy of a country. Besides stress that could be caused by family or personal problems, stress at work has become even a greater problem because of job restructure, globalization and more demand on the task at hand. Stress that makes the employee under pressure to the point that the employee won't be able to deal with the situation affects both the employee and the company in a negative

way (Rumbol et al., 2012). Stress has serious consequences for the performance of an organization. Some of the impacts that stress has on an organization are increased employee turnover, employee absence and reduced productivity. Stress affects organizations in terms of cost as well, therefore, highlighting that stress would lead an organization to incur more costs as a result of stress (Bloisi et al., 2007). By nature, societies tend to become more complex over time. In the face of increasing complexity, stress is inevitable. More people, distractions and noise require each of us to become adept at maintaining tranquility and working ourselves out of pressure-filled situations. Most forms of multitasking ultimately increase our stress. Focusing on one thing at a time should be your goal.

2.3.4 Change Management

Change management can be defined as a style of management that aims at encouraging organizations and individuals to deal effectively with the changes taking place in their work (Green, 2007). For change management to be successful and its impact positive, managers or supervisors in the organizations need to understand what motivates their team and enroll employee participation. Kitur (2015) posits that change comes in an organization in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or regulatory compliance. Change in the workplace is an issue that every leader, manager, and employee has to deal with at some point in his or her career. Workers are expected to be committed to continuous change, and accomplish it without any lessening of day-to-day performance (Lewis & Seibold, 2008; Olubayo, 2014). Rouse & Daellenbach (2010) carried out a study on the impact of leadership change on employee performance,

and argued that there is positive relationship between leader communication and employee performance. The study showed that when there is ineffective communication and relationship among employees and supervisors, it will generate a climate that reduces personal commitment impeding employee performance and hence organizational change and growth. Continually adopting new methods and re-adapting others is vital to a successful career and happy home life. Effective change management involves making periodic and concerted efforts to ensure that the volume and rate of change at work and at home does not overwhelm or defeat you.

2.3.5 Managing Technology

Managers, supervisors and employees have to practice and operationalise management theories to promote technology innovation for organisational competitiveness (Dauda & Akingbade, 2011). Make sure that technology serves you, rather than abuses you. Technology has always been with us, since the first walking stick, flint, spear and wheel. The rate of change is accelerating, brought on by vendors seeking expanding market share. Often there is no choice but to keep up with the technological Joneses, but you must rule technology, not vice versa.

2.3.6 Managing Leisure Time

This is the most overlooked element of the work-life balance. Rest and relaxation are important and shouldn't be short-changed. Time off is a vital component of the human experience. Curiously, too much of the same leisure activity, however enjoyable, can lead to monotony. Thus, effective leisure management requires varying your activities.

2.4. Factors Affecting Job Satisfaction

Work life adjustments are rehearses that are intended to enable workers to be in a position to deal with their work and are otherwise called work-family strategies (Orogbu, Onyeizugbe, & Chukwuemeke, 2015). As per Hudson Resourcing (2005), there are other life exercises that should be offset with business, and they incorporate investigation, travel, sport, deliberate work, self-improvement, relaxation or eldercare. This area displays the variables that impact work life balance on employment fulfillment. The elements are; work plan adaptability, leave programs, work structure, and arrangement of on location administrations, for example, exercise center and kid childcare administrations.

The working environment conditions impact work fulfillment, as the employees would need their objective functioning ecological circumstances to be agreeable. The conditions of work do incorporate the workplace hardware, as well as seats. The workers feel happy with their occupations, when the profitability levels go up, in light of the working natural conditions. At the point when a worker gets procured, they generally prefer conditions of work that can aid in progressing their level of career. Then again, when the employees

don't locate the working natural conditions agreeable, they don't build up the sentiments of employment fulfillment.

Job security, it is noteworthy for a person to have a feeling that all is well with the world and secure inside the work setting. The points, for instance, frailty, weakness, deficiency and lack of protection do not animate work satisfaction. The expert strength is influenced by the components, for instance, useful correspondence and incredible conditions of work with the managers and other junior workers, safe conditions of work, safe asset conditions, gear and various contraptions that are used by people for age and collecting, openness of sparks and points of interest and extraordinary remuneration according to the presentation of business commitments. As a rule occupation satisfaction is fairly related to boss soundness (Hong, Hamid, & Salleh, 2013).

Working schedule flexibility, Muchiti (2015) terms versatile working as the path toward allowing workers flexibility on to what degree, the place, as well as the time they work. Versatile conditions of work are organized to ensure that workers are impelled in a powerful business condition. The versatile schedules allow workers to vary their start and fruition times thusly empowering them to handle personal as well as family duties during the day. Right when realized in light of manager and laborers welfare, versatile works timetables can grow viability, labor spotlight, and empower individuals to self-administer work time (Halpern, 2005). Versatility to Balance Life and Work Issue – Adult individuals are normally connected with various endeavors other than their vocations, for instance, thinking about the family concerns, the administrators of the family, captivating in various activities, and so forth. Exactly when an individual feels that organization of the action and various aspects are not a weight for him and he can manage all of the

necessities and requirements, by then satisfaction of the environment comes; when his action makes course of action of enough presence for him to manage the different needs and necessities. Various aspects as well as concerns may advance toward getting to be preventions inside the course of the introduction of his movement commitments.

Leave programs, a period that a person is away from their work place, while keeping up the status of work (Muchiti, 2015). Family leave incorporates maternity as well as paternity leave, in addition to other paid or unpaid family leave schedules (Cook, 2004). Kamau et al. (2013) investigation of WLB rehearses and the impact on worker work execution at Eco Bank Kenya reasoned that leave approaches to effect work execution by lessening employees business related pressure. Muchiti (2015) set up that leave projects, for example, wiped out leave, maternity leave, humane leave, recreational leave, and study leave decide representative profitability at legal executive. Leave projects impact worker profitability, all things considered, (Muchiti, 2015).

Job design is defined as employment configuration characterized as the way where assignments are joined to shape a total occupation (Wieters, 2007). Occupation structures as a rule determine the work exercises of an individual laborer or gathering and can be separated by the level of representative association in the everyday work exercises (Chase, et al., 2004). Opatha (2002) considers occupation configuration to incorporate the elements of orchestrating errand, obligations and duties into a hierarchical unit of work. There are different ways to deal with employment structure to be specific; work pivot, work designing, work augmentation, and occupation enhancement (Aswathappa, 2006). Occupation pivot and employment broadening were intended to exploit specialization of work from the activity building approach (Luthans, 2005). Occupation pivot enables a

worker to work in various divisions or employments in an association to increase better understanding into tasks (Aswathappa, 2006). Occupation augmentation can be utilized to expand inspiration by giving employees more and differed task (Achieng, Ochieng, and Owuor, 2014).

Occupation overhaul plans to improve employments in the association (Alber, 2007). The objective of occupation plan and employment overhaul is to reconstitute occupations or work jobs as far as work capacities and laborer abilities that are both speaking to people and are in arrangement with the association's procedure and vision (Turner and Lawrence, 2005). Employment structure and upgrade's objective is to associate the necessities of the people performing different occupations with the efficiency needs of the association. The objective of occupation configuration is streamlining, advancing, expanding, or generally changing employments to attempt the endeavors of every representative fit together better with occupations performed by different specialists.

Davis (2005) places that activity upgrade is bound to improve execution when the adjustments in occupation substance are adequately non-inconsequential to be distinguishable to the laborers, normally as far as more noteworthy self-guideline, assorted variety, seriousness, challenge, and social obligation; and when the adjustments in employment substance are a piece of a progressively inescapable program of improved working strategies and practices, which incorporate components of satisfactory pay and professional stability, legitimate assets and working conditions, expanded common impact by individuals at all levels, and useful work the board relations. At the point when an occupation is very much structured from a persuasive perspective, the individuals who

work on that activity will in general experience self-rewards when they perform well (Hellriegel & Slocum, 2009).

Compensation, pay is characterized as the fiscal advantage given to the employees by the organization as an end-result of the administrations that the workers render towards the organization. Money related remuneration and advantages are viewed as the most basic zones that employees work for, when they feel, their compensation and advantages are adequate enough to continue their living, at that point they feel happy with their work. At the point when workers experience advancement and increment in remuneration, at that point they felt enormous joy and fulfillment towards their occupations. Pay possesses the primary position in the assurance of the activity fulfillment when contrasted with other significant determinants (Neog, & Barua, 2014).

On-Site Services Provision, Agarwala (2007) fights that work family clashes cause negative overflow from work to family or from family to work compelling the businesses to make a system of accommodating the two areas. Associations are then compelled to set up approaches, for example, worker guiding, crèches which are given nearby or offsite, recreational offices, or even family leaves (Cayer, 2003). Mumford, Karen, John and Budd (2006) found that organizations realize advantages of offering family well disposed arrangements by lessening non-appearance, and expanding profitability. Employees carry on capably which empowers the association to hold equipped workers as they put additional endeavors prompting better execution (Mumford et al., 2006).

Access to childcare backing is a significant factor in improving WLB particularly among ladies in that it empowers support in the workforce while adjusting family duties

(Ng'ang'a, 2010). Childcare backing might be as pre-school supervision and one that envelops support for offspring everything being equal (Vishwa et al., 2015). This childcare backing might be through, for instance, giving workshops and different discussions to inexperienced parents, and arranging family occasion days. There are no uncommon arrangements in Kenyan law for corporate or state-if childcare support for workers (Njoroge, 2014). In any case, a few managers have inside arrangements and understandings that accommodate childcare help. For instance, Safaricom has multi day-care focus kept running by childcare professionals. In along these lines, employees can leave the kids under the consideration of the experts, continue to work, and occasionally keep an eye on them (Nyandege, Masakhalia, and Kwasira, 2013).

Relationship with co-workers, inside the legitimate structure, it is irreplaceable for the agents to make appropriate terms and conditions with the partners. It is basic to make a situation inside the workplace, where partners can coordinate with each other in a great and an easygoing way. Pleasing and very much arranged relationship with the partners enable the individuals to play out their assignments, occupations and work commitments in an acceptable manner. If the manager has given to the employees a type of explanation concerning the display of the movement commitments, and a segment of the laborers probably won't have seen clearly, by then they can by and large advice their partners and search for assistance and help from them. Thusly, pleasant terms and relationship with the teammates engage employees to update productivity and yield, and make work satisfaction.

2.5 Relationship Between Work Life Parity and Job Satisfaction

Life in 21st century is becoming very complex due to changing workforce demographics, rising dual couple families, increased entry of women in the work force, longer working hours, changing work practices, technological advancement along with rising competition. Due to which employees are experiencing workload, stress, anxiety, reduced health and lack of personal time. As a result, job seekers are making employment decisions not just on the basis of remuneration and promotional prospects but also how well their workplace provides them a better balance between personal lives and professional lives. Various research studies show that Work Life Balance significantly influences Job Satisfaction (Frone et al., 1992).

Adikaram (2016) investigated the impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka with respect to working hours, working conditions, work life balance programs, employee intention to change of job and work pressure. The findings of the study revealed that work life balance is significantly positively correlated with job satisfaction so by increasing the work life balance the job satisfaction of employees could also be increased however it also noted that in the case of commercial banks working hours and working conditions do not have a much impact on employee's job satisfaction level because employees of private sector commercial banks since they have made it a norm to work long hours and give more priority to their job activities than non-job activities in their life. Also, as in most private sector organizations private sector commercial banks provide working conditions to their employees by making the working environment more convenient, providing sufficient tools, equipment, organizing unleash events and atmospheres.

Otieno (2010) investigated the influence of work-life balance on job satisfaction and commitment of women employees at the commercial banks in Kisumu city, Kenya. The study established that work-life balance has a positive influence on employee commitment and job satisfaction. There is a significant correlation between work-life balance and job satisfaction and also between work-life balance and commitment. It was clear that the banks lacked work-life balance policies. The study therefore recommends that organizations should include work-life balance as part of Human Resource practices in order to have satisfied and committed employees and thus reduce turnover rates.

Hashmi, Malik and Hussain (2016) carried out a literature review is to summarize the research findings among developed and developing countries as well as Pakistan related to different work-life balance factors and its impact on job satisfaction. The study concluded that work life balance is not simply essential for the health and well-being of individuals, but is also cost-efficient for institutions and improves work-environments. But increased workload, family demands and responsibilities, working long hours, unfavorable working environment, low job security and benefits all tend to lower work-life balance which ultimately leads to reduced job satisfaction. This reduced satisfaction may lead to increased turnover as well as compromise the services provided by pharmacists to the public.

In their study, Ahmad and Omar (2013) found that individuals experiencing negative effects from the interface between home and work have higher levels of stress and increased turnover intentions. In this study, organizational support mechanisms that

provide employees family support moderate these turnover intentions (Ahmad & Omar, 2013). These support mechanisms do not necessarily need to be formal. Even informal support from the organization and management, such as offering an employee the flexibility to leave work early when a family issue arises, can reduce job stress and turnover intention (Ahmad & Omar, 2013).

Profitability and productivity of an organization depends upon the performance and commitment of employees. Since, every employee in an organization has a work life and personal life which are two sides of same coin and hence can't be separated. Therefore, productivity and commitment of employees can be achieved only when they have a fulfilling work life and personal life. Therefore, organizations should take suitable measures to make them happy and satisfied. Satisfaction and dissatisfaction of an employee affects performance of the organization. Job Satisfaction of an employee increases with improved Work Life Balance, which in turn leads to increased productivity, commitment and loyalty. Hence, Work Life Balance and Job Satisfaction are important aspects for the success and growth of organizations.

2.6 Chapter Summary

This chapter discussed past studies and literature relating to factors influencing work life balance and job satisfaction. The literature has reviewed literature pertinent to; theoretical literature, empirical literature, impact of work life balance on job satisfaction and related literature. The literature review identified that a great majority of the studies undertaken on the subject matter were mainly in the banking and educational sector with limited studies in the hospitality industry. The study further found from the studies reviewed a

great majority of them identified a positive relationship exists between work life balance and job satisfaction. The review chapter has undertaken a review of recent work with the aim of identifying main findings and research gaps that exist in the literature by undertaken an in depth comparison of existing relevant literature. Based on the review it is evident that there is a relationship between work life balance and Job satisfaction. The different theories discussed give different views on the effect of work life balance on job satisfaction.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the outline of the research methodology that will be used in this study. It will focus on the research design, population, data collection and data analysis.

3.2 Research Design

This study employed descriptive study design. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or group (Kothari, 2004). Descriptive research provides data about the population being studied. It is used when the objective is to provide a systematic description that is as factual and accurate as possible. The research design enables the researchers to find out the relationship between variables of interest.

3.3 Population of the Study

Population implies to the entire gathering of individuals, occasions or things of premium that the scientist wishes to examine (Sekaran, 2005). This study involved all employees of the Nairobi Serena Hotel who belong to the following departments: housekeeping, food & beverage services, kitchen, from office and administration department.

3.4 Sampling Design

Stratified random sampling method was used to select the sample. Cooper and Schindler (2003) define stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata. Stratified sampling was adopted where the sample is selected and chosen and divided into stratus, which justified

the researcher in getting reliable and adequate information (Kothari, 2009). The study purposively used 30% of the population as a representative of the whole implying 51 respondents. This is in line with Mugenda & Mugenda (2003) and Borg & Gall (2003) who stated that a sample size of between 10% and 30% of the target population is a good representation and hence the 30% is adequate for this study. This study involved 51 employees who are randomly picked from hotel. Salkind (2005) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most academic researches.

Table 3.1: Sample Population

Departments	Population (F)	Sampled 30%	Percentage (%)
Housekeeping Department	30	9	18.0
Food and Beverage Service Dept.	43	13	25.0
Kitchen Department	32	10	19.0
Front Office Department	29	8	17.0
Administration	37	11	21.0
Total	171	51	100.0

Source: Serena Hotel Human Resource Data

3.5 Data Collection

Information accumulation is the precise social event of information utilizing a predetermined logical procedure (Cooper and Schindler, 2006). A semi organized poll will be utilized to gather essential information for this examination. A poll is a gathering

of things to which respondents are required to respond, ordinarily recorded as a hard copy (Sekaran, 2005). The examination is worried about factors which can't be straightforwardly watched, for example, supposition, recognition and sentiments of respondents and in that capacity data can best be portrayed through polls. Questionnaire studies are generally less expensive, do not consume a lot of time, eliminates interaction between the interviewer and the respondents which reduces biases. It is a useful method; particularly if the questions are straight forward enough to comprehend without verbal explanation. They are a fairly familiar technique and it is expected that the target population have had an experience in completing questionnaires.

3.6 Data Analysis

Sekaran (2005) sees that information investigation includes various firmly related tasks which are performed to condense the gathered information and sorting out them in such a way, that they answer the exploration questions. The investigation will embrace a different straight relapse examination model to build up the quality and heading of the connection between the free factors and the dependent variable.

The information gathered from the finished surveys will be condensed, coded, tabulated and broke down utilizing engaging insights (proportions of focal propensity and proportions of varieties) to accomplish the goals of the investigation. A PC Statistical Package for Social Science (SPSS) rendition 20.0 programme will be utilized to dissect the information. The reactions from the open-finished inquiries will be inclined to acquire extents suitably. Relapse examination will be embraced to build up the degree of the impact applied on the dependent variable by the autonomous variable.

The linear regression model was as follows

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Job Satisfaction

β_0 = Constant Term

X_1 = Self-Management

X_2 = Time Management

X_3 = Stress Management

X_4 = Managing Change

X_5 = Managing Technology

X_6 = Managing Leisure Time

$\beta_1 - \beta_4$ are the regression co-efficient or change introduced in Y by each independent variable

ϵ is the random error term accounting for all other variables that influence job satisfaction but not captured in the model.

CHAPTER FOUR: DATA ANALYSIS, RESULTS, AND DISCUSSION

4.1 Introduction

This chapter covers, data analysis, results of the findings and discussions. The chapter presents responses from Serena Hotel employees on the effect work life leveling on employee job satisfaction in the hospitality business in Kenya. The study begun by computing the response rate of the study and tabulated the outcome. The study then reviewed the demographic characteristics of the respondents and analyzed the data. The study then presented and interpreted the key objectives of the study. The data analysis results have been presented using standard deviations and mean scores whereas the demographic findings are presented in tables and frequency distribution.

4.2 Response Rate

The study administered 51 questionnaires to the respondents out of which 43 were dully filled and returned for data analysis. This translates to 84.3 percent return rate which was considered to be high enough and adequate for the study. Mugenda & Mugenda (2003) highlighted that 50% return rate is sufficient for analysis, 60% is good enough, whereas greater than 70% is considered to be very good and adequate for data analysis. Therefore with that recommendation, this study's response rate is considered to adequate enough to draw inferences from and make conclusions for the study.

Table 4.1: Response Rate

Response Rate	Frequency (F)	Percentage (%)
Returned	43	84.3
Not Returned	8	15.7
Issued	51	100.0

Source: Research Data (2019)

4.3 Demographic Characteristics of the Respondents

The respondents' demographic characteristics which include: gender, age, education background, number of years worked with Serena hotel, employees department, as well as their marital statuses are captured in this section.

4.3.1 Respondents by Gender

The study sought to find out the distribution of the respondents by age. The findings are presented on the table below:

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency (F)	Percentage (%)
Male	25	58.1
Female	18	41.9
Total	43	100.0

Source: Research Data (2019)

Table 4.2 findings reveal that majority of the respondents (58.1%) were males while 41.9% were female. The findings show a reasonable margin between genders giving an indication that Serena Hotel practices gender balance when selecting its employees which is a key factor in organizations.

4.3.2 Respondents by Age

The study also sought to find out the distribution of the respondents by age so as to be able to understand how the respondent understands work life balance and the significance of age comes as a factor. The findings are presented in Table 4.3

Table 4.3: Distribution of Respondents by Age

Age	Frequency (F)	Percentage (%)
18-24 years	6	14.0
25-34 years	18	41.9
35-44 years	14	32.6
45-54 years	4	9.3
Over 55 years	1	2.3
Total	43	100.0

Source: Research Data (2019)

The findings presented on Table 4.3 reveals that majority of the respondents 41.9% were aged 25-34 years. 32.6% were aged between 35-44 years, 14.0% indicated 18-24 years, 9.3% were 45-54 years while 2.3% were over 55 years of age. The findings give an indication that majority of Serena hotel employees are middle-aged and fairly aged personnel, data that could translate to staff with gained experience and skills in the hotel industry.

4.3.3 Respondents by Education Background

There was need to establish the education background of the respondents so as to find out whether the respondents were knowledgeable to understand the questions at hand. The findings of the distribution of the respondents are presented in Table 4.4.

Table 4.4: Distribution of Respondents by Education Background

Education Background	Frequency (F)	Percentage (%)
College Diploma	19	44.2
Undergraduate	13	30.2
Masters	8	18.6
Post Graduate Diploma	3	7.0
Total	43	100.0

Source: Research Data (2019)

Table 4.4 reveals that majority of the respondents 44.2% had attained college diploma level of education. 30.2% had attained undergraduate level of education, 18.6% post graduate masters while a significantly small number had attained post graduate diploma level. The findings imply that the respondents had attained tertiary level of education and hence were deemed to be knowledgeable to understand and respond to the questions appropriately.

4.3.4 Respondents on Years worked in Serena Hotel

There was need to establish the how long the respondents have worked with the hotel so as to find out whether they understand issues relating to work life balance in the hotel. The findings of the distribution of the respondents are presented in Table 4.5.

Table 4.5: Years worked in Serena Hotel

Length of service	Frequency (F)	Percentage (%)
0-5 years	6	14.0
6-10 years	10	23.3
11-15 years	14	32.6
15-19 years	9	20.9
Over 20 years	4	9.3
Total	43	100.0

Source: Research Data (2019)

The findings on Table 4.5 reveal that majority of the respondents interviewed 32.6% have worked with the hotel for a period of 11- 15 years. 23.3% have worked for 6-10 years, 20.9% for 15-19 years, 14.0% for 0-5 years while 9.3% have over 20years of service with the hotel. The study findings imply that the respondents have worked long enough to be able to appreciate and understand the work life balance issues.

4.3.5 Respondents by Department

The study wanted to find out the departments the respondents work in so as to compared their findings in regard to work life balance. The findings of the distribution of the respondents are presented in Table 4.6.

Table 4.6: Distribution of Respondents by Department

Department	Frequency (F)	Percentage (%)
Housekeeping Department	7	16.3
Food & Beverage Service Department	12	27.0
Kitchen Department	8	18.6
Front Office Department	6	14.0
Management	10	23.3
Total	43	100.0

Source: Research Data (2019)

Table 4.6 revealed that majority of the respondents 27.0% were from the food and beverage service department. 23.3% were from the management and administration, 18.6% from the kitchen department, 16.3% from the housekeeping departments while 14.0% from the front office department. The findings reveal that the employees of the hotel were well represented in the data collection and hence the study captured issues relating work life balance of the hotel wholly.

4.3.6 Respondents by Marital Status

It was important to find out the marital status of the respondents so as to find out their attitude towards work life balance and how family plays along when it comes to work life balance. The findings of the distribution of the respondents are presented in Table 4.7.

Table 4.7: Distribution of Respondents by Marital Status

Marital Status	Frequency (F)	Percentage (%)
Single	8	18.6
Single with kids	9	21.0
Married	6	14.0
Married with kids	13	30.2
Divorced	4	9.3
Widowed	3	7.0
Total	43	100.0

Source: Research Data (2019)

Table 4.7 reveals that majority of the respondents 30.2% were married and with kids. A significant number of the respondents were single with 21.0% having kids, and 18.6% without. 14.0% of the respondents indicated they were married but without kids, 9.3% were divorced while 7.0% were widowed. The findings reveal that the respondents are people who understand what work life balance is all about.

4.4 Work Life Balance Components

This section of the chapter looks as work life balance components. The variables were measured in a key scale range represented by ‘Strongly Disagree’ (1) to ‘Strongly Agree’ (5). The tallies of disagreement were assumed to be represented by a variable with a mean score of between 0 to 2.5 on Likert scale ($0 < Sd < 2.4$). The study took ‘Neutral’ variable 2.5 to 3.4 Likert scale ($2.5 < M.E < 3.4$) whereas strongly agree have the mean score of 3.5 and 5.0 with Likert scale ($3.5 < SA < 5.0$). In this study a standard deviation of >1.0 indicate a significant change on the influence of the questionnaire item among respondents. Work balance components in this study include: self-management, time management, stress management, managing change, managing technology, and managing leisure time.

4.4.1 Self-Management

The study wanted to find out how self-management as a component of work life balance has an influence on job satisfaction in the hotel industry. The findings are presented in Table 4.8.

Table 4.8: Self-Management

Self-management	Mean	Std. Deviation
i) I get enough time to sleep after getting home from work	3.14	1.119
ii) I get enough time to enjoy my hobbies and be with my family after my shift	3.51	1.011
iii) I have the ability to adjust to demands of timekeeping, hours of work and shifts	4.00	0.891
iv) I am able to perform satisfactorily because am able to balance between work and other aspects of my life	3.98	0.762
Overall Mean	3.65	

Source: Research Data (2019)

It is evident from Table 4.8 that the respondents indicated that the respondents feel that they have the ability to adjust to demands of timekeeping, hours of work and shifts (mean=4.00, SD=0.891), they are able to perform satisfactorily because they are able to balance between work and other aspects of their life (mean=3.98, SD=0.762), they get enough time to enjoy their hobbies and be with their family after shift (mean=3.51, SD=1.011), while others disagreed to they get enough time to sleep after getting home from work (mean=3.14, SD=1.011).

From the analysis it is evident that the employees of Serena Hotel feel that they have the ability for self-management through timekeeping, hours of work and shifts and also they

can balance time for other things outside work. But it's also evidence that some employees are neutral when it comes to getting enough time to sleep after getting from home to work and this in turn can affect the performance standards in the hotel and employees' job satisfaction.

4.4.2 Time Management

The study wanted to find out how time management as a component of work life balance has an influence on job satisfaction in the hotel industry. The findings are presented in Table 4.9.

Table 4.9: Time Management

Time Management	Mean	Std. Deviation
i) Flextime is observed in Serena Hotel	3.67	1.114
ii) My work shifts are flexible	3.92	0.964
iii) The amount of time my job takes up makes it difficult to fulfill my family responsibilities	4.11	0.893
iv) Setting targets, scheduling activities, and evaluating activities is key to improving my performance	3.51	1.121
Overall Mean	3.80	

Source: Research Data (2019)

Table 4.9 presents findings on time management whereby the respondents strongly agreed that the amount of time their job takes up makes it difficult to fulfill their family (mean=4.11, SD=0.893), and however their work shifts are flexible (mean=3.92, SD=0.964), and Serena Hotel observes Flextime (mean=3.67, SD=1.114). A significant number of respondents indicated that setting targets, scheduling activities, and evaluating activities in advance is key to improving their performance (mean=3.51, SD=1.121). The high standard deviation gave an indication that the respondents views were more varied.

The findings indicate that time management is very vital in ensuring work life balance and job satisfaction. Observation of flextime leads to better job performance in the hotel because the employees get enough rest from one shift to another. The creation of realistic time frame gives the employees' time to fulfill their family responsibilities.

4.4.3 Stress Management

There was need to identify the extent to which stress management has an impact on job satisfaction in the hotel. The findings are presented in Table 4.10.

Table 4.10: Stress Management

Stress Management	Mean	Std. Deviation
i) My work is so involving that sometimes it can cause stress	4.01	0.781
ii) I handle my time well when working under pressure	4.16	0.902
iii) My supervisor is easy to talk to if I am experiencing stress	3.43	0.896
iv) Our manager conducts some programs and activities to help deal with stress	3.79	0.984
Overall Mean	3.85	

Source: Research Data (2019)

Results presented in Table 4.10 indicated that the respondents Indicated they handle their time well when working under pressure (mean=4.16, SD=0.902), while a significantly big number indicated their work is so involving that it sometimes causes stress (mean=4.01, SD=.0.781). Furthermore, the study revealed that management of Serena hotel conducts some programs and activities to help deal with stress (mean=3.79, SD=0.984) while others disagreed to their supervisors being easy to talk to when experiencing stress (mean=3.43, SD=0.896).

It is evident from the findings that at some level the employees experience stress and has a result hotel has programs that help employees deal with stress. This means that Serena hotel cares about the mental health of their employees and is concerned with helping personnel manage stress. The supervisors should be willing to listen and offer guidance to those who feel stressed by work related matters or even personal problems.

4.4.4 Managing Change

The study wanted to find out the extent to which managing change influences job satisfaction in the hotel industry. The findings are presented in Table 4.11.

Table 4.11: Managing Change

Managing Change	Mean	Std. Deviation
i) I am open to embrace changes. I can easily cope to work changes.	4.24	0.956
ii) In case of change in technology the management takes through training.	3.75	1.011
iii) I am open to being rotated from one department to another.	3.96	0.647
iv) Communication by leadership is key to employees managing change	4.12	0.861
Overall Mean	4.02	

Source: Research Data (2019)

The study results presented in Table 4.11 suggest that in regard to managing change, employees of Serena hotel are open and can easily cope to embracing change (mean=4.24, SD=0.956), and communication by leadership is key to employees managing change (mean=4.12, SD=.0.861). In addition, the study established that the respondents indicated they are open to departmental rotation (mean=3.96, SD=.0.647) and the management takes employees through training in case of technology change (mean=3.75, SD1.011).

The findings imply that employees of Serena hotel are able to manage change at the workplace mainly because the leaders involve and communicate about the change in technology and this improves employee performance. Change management ensures that the volume of change at work and at home does not overwhelm the employee.

4.4.5 Managing Technology

This study wanted to find out the extent to which managing technology influences job satisfaction in the hotel industry. The findings are presented in Table 4.12.

Table 4.12: Managing Technology

Managing Technology	Mean	Std. Deviation
i) Our managers have trained us on how use the new technology introduced.	3.51	0.647
ii) Embracing new technology improves customer service.	4.12	0.987
iii) Serena Hotel has latest technology.	3.98	0.762
Overall Mean	3.87	

Source: Research Data (2019)

Results from the study presented in Table 4.12 suggested that in regard to managing technology, the respondents indicated that embracing technology improves customer service (mean=4.12, SD=0.987). Furthermore, the respondents indicated that Serena Hotel has the latest technology (mean=3.98, SD=0.762), and managers train the employees on operations of new technology (mean=3.51, SD= 0.647).

This analysis indicates that embracing new technology has a positive effect on employee job satisfaction. Serena hotel embrace new technology and in return they have been able to maintain organizational competitiveness by expanding its market share.

4.4.6 Managing Leisure Time

The study also wanted to find out the extent to which managing leisure time influences job satisfaction in the hotel industry. The findings are presented in Table 4.13.

Table 4.13: Managing Leisure Time

Managing Leisure Time	Mean	Std. Deviation
i) I receive the right amount of leaves (maternity leave, annual leave)	3.92	0.964
ii) Once in a while we go for team building in my department	4.24	0.951
iii) We have a gym in the hotel and a swimming pool that we can use to relax	3.14	1.119
Overall Mean	3.56	

Source: Research Data (2019)

Table 4.13 presents findings in regard to managing leisure time, the respondents indicated that their department goes for team building once in a while (mean=4.24, SD=0.951). The respondents also indicated that they receive the right amount of leave such as maternity and annual leave (mean=3.92, SD=0.964). However, a significant number of respondents indicated they have a gym in the hotel and a swimming pool that they use to relax (mean=3.14, SD= 1.119).

To some extent the employees in Serena hotel do not get the time to relax and use the facilities such as the gym and the swimming pool. Rest time is very important for employees because a well-rested person is likely to be satisfied at his job and home life.

4.5 Job Satisfaction

This part of the chapter looks as job satisfaction and its variables. The variables were measured in a key scale range represented by ‘Strongly Disagree’ (1) to ‘Strongly Agree’

(5). Disagreement were represented by a variable with mean of in between 0 to 2.5 on Likert scale ($0 < SD < 2.4$), 'Neutral' took the variable 2.5 to 3.4 on Likert scale ($2.5 < M.E < 3.4$), and strongly agree of mean score 3.5 and 5.0 on Likert scale ($3.5 < SA < 5.0$). A standard deviation of > 1.0 indicate a significant change on the influence of the questionnaire item among respondents. Job satisfaction indicators for this study include: working environment conditions, job security, work schedule flexibility, leave program, job design, compensation/pay, on-site service provision, and relationship with co-workers.

4.5.1 Work Environment Conditions

The study wanted to find out how work environment conditions influence on job satisfaction in the hotel. The findings are presented in Table 4.14.

Table 4.14: Work Environment Conditions

Work environment conditions	Mean	Std. Deviation
i) The physical working conditions in my work place are satisfactory	3.67	1.114
ii) The communication levels in my department are well defined	4.11	0.893
iii) The job environment is effective for good job performance.	4.00	0.891
iv) My supervisor recognizes and acknowledges my output at work.	3.72	0.862
Overall Mean	3.75	

Source: Research Data (2019)

Table 4.14 present findings regarding working environment conditions whereby the respondents indicated that communication levels in their departments are well defined (mean=4.11, SD=0.893) and job environment is effective for good job performance

(mean=4.00, SD=0.891). Further, the respondents indicated that their supervisors recognize and acknowledge their output at work (mean=3.72, SD=0.862), and the physical working conditions in their work place is satisfactory (mean=3.67, SD=1.114).

The study found that Serena hotel has well defined communication levels and that job environment is important for good job performance. It is easy for the employees to achieve their daily set goals because the hotel has provided comfortable working environment.

4.5.2 Job Security

The study wanted to find out how job security influence on job satisfaction in the hotel industry. The findings are presented in Table 4.15.

Table 4.14: Job Security

Jon Security	Mean	Std. Deviation
i) I am satisfied with the terms and conditions of my job	4.02	0.925
ii) My employer provides satisfactory salary according to my work	3.14	1.114
iii) I feel like all my superiors treat us equally in my department	4.17	0.961
iv) My employer provides satisfactory salary	3.51	1.062
Overall Mean	3.71	

Source: Research Data (2019)

The findings in Table 4.15 present findings regarding job security whereby the respondents indicated that their supervisors treat them equally at their department (mean=4.17, SD=0.961) and they are satisfied with the terms and conditions of their job (mean=4.02, SD=0.925). In addition, the respondents did not strongly agree that their employers provide them with satisfactory salary according to their work (mean=3.14,

SD=1.114) with the huge variation on standard deviation implying they have varied responses.

The findings imply the job security is an important measure of job satisfaction. To some extent the employees seemed to be dissatisfied with their salaries. Salary revision with comparison to the market can increase employee job satisfaction.

4.5.3 Work Schedule Flexibility

The study wanted to find out how work schedule flexibility influence on job satisfaction in the hotel industry. The findings are presented in Table 4.16.

Table 4.16: Work Schedule Flexibility

Work schedule flexibility	Mean	Std. Deviation
i) Compared to the other hotels, Serena has the best working schedule	3.94	0.785
ii) My job provides enough space and time to focus with my life out of work	3.62	0.964
iii) The levels of turnover and absenteeism due to fatigue are rare	4.00	0.789
iv) We have enough employees in our department so work is able to run smoothly	3.42	0.651
Overall Mean	3.74	

Source: Research Data (2019)

Table 4.16 present findings regarding work schedule flexibility whereby the respondents indicated that the levels of turnover and absenteeism due to fatigue are rare (mean=4.00, SD=0.789). Furthermore, the respondents indicated that compared to the other hotels, Serena has the best working schedule (mean=3.94, SD=0.785), and their job provides enough space and time to focus with their life out of work. However, a significant

number did not strongly feel that they did not have enough employees in their departments for work to run smoothly (mean=3.42, SD=0.651).

The findings imply that work schedule flexibility has significant impact on employee job satisfaction. The organization should improve on adding more employees in some of the departments that take more time to complete tasks due to less workers in the department.

4.5.4 Leave Program

The study wanted to find out how leave program influences on job satisfaction in the hotel industry. The findings are presented in Table 4.17.

Table 4.17: Leave Program

Leave Program	Mean	Std. Deviation
i) My leave program improves my job performance and productivity	4.00	0.964
ii) My employer provides an adequate leave policy	3.80	0.760
iii) I am more motivated when I come back from leave	4.17	0.809
iv) I have enough time to focus on family, myself, school and children while on leave	4.25	0.651
Overall Mean	4.05	

Source: Research Data (2019)

The study results in Table 4.17 present findings regarding leave program whereby the respondents strongly felt that they have enough time to focus on family, myself, school and children while on leave (mean=4.25, SD=0.651), they are more motivated when I come back from leave (mean=4.17, SD=0.809), and their leave program improves their job performance and productivity (mean=4.00, SD=0.964). Furthermore, the respondents indicated Serena Hotel provides an adequate leave policy (mean=3.80, SD=0.760).

From the high mean scores, the results imply that leave program is a key function in employee's job satisfaction as it enables them to focus on other aspects of their life and when they come back to work they focus on improving job performance.

4.5.5 Job Design

The study wanted to find out how job design influences on job satisfaction in the hotel industry. The findings are presented in Table 4.18.

Table 4.18: Job Design

Job Design	Mean	Std. Deviation
i) My job tasks are satisfactory	3.42	0.651
ii) I am overwhelmed by my day-to-day job responsibilities	3.80	0.760
iii) The job design observes job rotation, enrichment and enlargement	4.01	0.891
iv) Best performing employees are rewarded	3.92	0.964
Overall Mean	3.79	

Source: Research Data (2019)

The study results in Table 4.18 present findings regarding job design whereby the respondents indicated that job design observes job rotation, enrichment and enlargement (mean=4.01, SD=0.891), best performing employees are rewarded (mean=3.92, SD=0.964), they are overwhelmed by my day-to-day job responsibilities (mean=3.80, SD=0.760), and their job tasks are satisfactory (mean=3.42, SD=0.964).

The results imply that job design influences an employee's job satisfaction. A majority of employees felt that their job tasks need to be improved for them to be satisfied. Job redesign improves job roles in terms of job or work roles and workers capabilities that are appealing to the individual.

4.5.6 Compensation/Pay

The study wanted to find out how compensation/pay influences on job satisfaction in the hotel industry. The findings are presented in Table 4.19.

Table 4.19: Compensation/Pay

Compensation/pay	Mean	Std. Deviation
i) I am satisfied with the work benefits I receive	3.42	0.894
ii) I am paid well and also have other allowances	3.33	1.001
iii) My employer provides adequate chance for promotion	3.51	1.113
Overall Mean	3.42	

Source: Research Data (2019)

The results in Table 4.19 present findings regarding compensation/pay whereby the respondents did not strongly feel that Serena Hotel provides adequate chance for promotion (mean=3.51, SD=1.113) with the variation is standard deviation implying they had varying responses. The respondents also did not strongly feel that they are satisfied with the work benefits they receive (mean=3.42, SD=0.894), and that they are paid well and also have other allowances (mean=3.33, SD=1.001).

From the averagely high mean scores, the results imply that compensation/pay are vital components in an employee's job satisfaction, and that Serena Hotel needs to work more on this. When employees experience promotion and increase in compensation then feel satisfied with their jobs.

4.5.7 On-Site Services Provision

The study wanted to find out how on-site service provision influence job satisfaction in the hotel industry. The findings are presented in Table 4.20.

Table 4.20: On-Site Services Provision

On-Site service provision	Mean	Std. Deviation
i) Serena has employee counseling policies	4.01	0.863
ii) Serena provides recreational facilities such as a gym and childcare support	3.92	0.760
iii) We have a clinic at the hotel in case of emergency	4.16	0.679
Overall Mean	4.03	

Source: Research Data (2019)

Table 4.20 present findings regarding on-site service provision whereby the respondents indicated that Serena Hotel have a clinic in case of emergency (mean=4.16, SD=0.679), they have employee counseling policies (mean=4.01, SD=0.863). A significant number of employees indicated that Serena provides recreational facilities such as a gym and childcare support (mean=3.92, SD=0.760).

The findings give an implication that Serena Hotel cares about the well-being of its employees by having a clinic in the premises. A gym is also available and it's accessible to all employees in the hotel. However, the childcare services support should be improved.

4.5.8 Relationship with Co-workers

The study wanted to find out how relationships with co-workers influence job satisfaction in the hotel industry. The findings are presented in Table 4.21.

Table 4.21: Relationship with Co-Workers

Relationship with co-workers	Mean	Std. Deviation
i) My coworkers and I share ideas and work experience to help each other	4.15	0.962
ii) My senior supervisors are very friendly	3.92	0.760
iii) Work is effectively done when we work as a team	4.24	0.951
iv) My co-workers are like family	3.72	1.003
Overall Mean	4.00	

Source: Research Data (2019)

Table 4.21 present findings regarding relationships with co-workers whereby the respondents indicated that work is effectively done when they work as a team (mean=4.24, SD=0.951), coworkers share ideas and work experience to help each other (mean=4.15, SD=0.962). A significant number of employees indicated that their senior supervisors are very friendly (mean=3.92, SD=0.760), and the co-workers are like family (mean=3.72, SD=1.003). The findings give an implication that Serena Hotel employees treat each other as family which reflects well on job satisfaction and overall organization performance.

4.6 Regression Analysis

The relationship between work life balance and employee job satisfaction was done through multiple regression analysis. The study utilized the statistical package for social sciences (SPSS V21.0) to run the study measurements. Regression analysis was used to model, explore, and examine the relationship work life balance and employee job satisfaction. The six components were variables for the study which were used to measure the extent to which changes in one or more jointly affects the other variable. A model summary was generated providing the values of R, R Squared, adjusted R Square

and standard error of the estimates for dependent and independent variables. The results are presented in Table 4.22.

4.6.1 Model Summary

Table 4.22: Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765	.737	.158

a. Predictors: (Constant), Self-Management, Time Management, Stress Management, Managing Change, Managing Technology, Managing Leisure Time

The correlation coefficient (R) measures the strength and direction of a linear relationship between two variables. The R-squared indicates the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variables. An R-square value of 0.765 was established and adjusted to 0.737. The coefficient of determination depicts that 73.7% of the variations in work life balance in the hotel industry in Kenya can be explained by self-management, time management, stress management, managing change, managing technology, managing leisure time, however, there are other factors (26.3%) that influence employee job satisfaction in the hotel industry in Kenya.

4.6.2 ANOVA

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation whereby the sum of squares, degrees of freedom (df), mean square, value of F, and significance levels was obtained. The findings are presented in Table 4.23

Table 4.23: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.746	3	.686	27.651	.000 ^b
Residual	.844	102	.025		
Total	3.670	105			

a. Dependent Variable: Employee Job satisfaction in the Hotel Industry of Kenya

b. Predictors: (Constant), Self-Management, Time Management, Stress Management, Managing Change, Managing Technology, Managing Leisure Time

Table 4.23 reveal that the independent variables statistically predict the dependent variable ($F(3, 104) = 3.670, p < 0.05$) implying the regression model is a good fit for the data.

4.6.3 Coefficients

Table 4.24: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.627	.063		1.510	.000
Self-Management	.180	.025	.824	7.645	.000
Time Management	.729	.217	.009	.090	.002
Stress Management	.403	.554	.433	.324	.001
Managing Change	.569	.067	.276	.753	.000
Managing Technology	.217	.144	.856	.132	.000
Managing Leisure Time	.601	.225	.069	.528	.013

a. Dependent Variable: Employee Job Satisfaction in the Hotel Industry of Kenya

The results in Table 4.24 reveal that the constant in this model is represented by a value of 0.627, self-management (0.180), time management (0.729), stress management

(0.403), managing change (0.569), managing technology (0.217), and managing leisure time (0.601). Table 4.6.3 further show that the p-values for the study variables are less than 0.005: self-management (0.000), time management (0.000), stress management (0.002), managing change (0.001), managing technology (0.000), and managing leisure time (0.013). This therefore means that self-management, time management, stress management, managing change, managing technology, and managing leisure time are statistically significant and therefore affect employee job satisfaction in hotel industry of Kenya.

Therefore, based on the analysis, the regression model equation for the independent variable on the dependent variable is:

$$Y = 0.627 + 0.180X_1 + 0.729X_2 + 0.403X_3 + 0.569X_4 + 0.217X_5 + 0.601X_6 + \epsilon$$

Where:

Y = Job Satisfaction in the hotel industry of Kenya

β_0 = Constant Term

$\beta_{1,2,3,4,5,6}$ = Beta Coefficients

X_1 = Self-Management

X_2 = Time Management

X_3 = Stress Management

X_4 = Managing Change

X_5 = Managing Technology

X_6 = Managing Leisure Time

ϵ = Error

Results from the analysis of the beta coefficients of the independent variables reveal that time management and managing leisure time seem to be the variables with the highest influence on job satisfaction, followed by managing change and stress management. Self-management and managing technology have a minimal influence on employee job satisfaction in the hotel industry of Kenya.

4.7 Discussion of Findings

From the study results in this chapter, it is evident that in regards to self-management employees of Serena Hotel has the ability to adjust to demands of timekeeping, hours of work and shifts. They are able to perform satisfactorily because they are able to balance between work and other aspects of their life. They get enough time to enjoy their hobbies and be with their family after shift, but majority don't get enough time to sleep after getting home from work. These findings support and are in line with Tims et al. (2013) and Houghton & Neck (2002) who posit that self-management helps structure work environment, increase self-motivation, and facilitate behaviors that contribute to the achievement of performance standards.

According to the findings on time management, the study reveals that even though Serena Hotel observes Flextime and the work shifts are flexible, the amount to time taken by the job makes it difficult for the staff to fulfill their family responsibilities. However the results show that setting targets, scheduling activities, and evaluating activities in advance is key to improving their performance. The findings support Bakker & Bal (2010) who note that self-goal setting contributes to goal achievements and performance whenever goals are specific, and attainable. The findings also echo Houghton & Neck

(2002) who posit that self-observation may lead individuals to change their behavior to improve their performance at the workplace.

The findings on stress management in Serena Hotel reveal that employees handle their time well when working under pressure. That means that with close supervision and deadlines work is mostly done in time. It's also evident that they experience stress because their work is so involving. Furthermore, the study revealed that management of Serena hotel conducts some programs and activities to help deal with stress. However it is worth noting that some staff indicated that their supervisors are not easy to talk to when experiencing stress. The results suggest that Serena hotel cares about the mental health of their employees and is concerned with helping personnel manage stress. The findings support Bloisi et al. (2007), who argues that stress increases employee turnover, employee absence and reduced productivity affecting organizations in terms of cost as well, and therefore, failure to highlight and manage stress would lead an organization to incur more costs as a result of stress.

The study results on managing change reveal that employees of Serena hotel are open and can easily cope to embracing change. The results also reveal that communication by leadership is key to employees managing change. The study results established that Serena Hotel employees are open to departmental rotation and the management takes employees through training in case of technology change. The findings support Rouse & Daellenbach (2010) who argued that there exists a positive relationship between leader communication and employee performance. This study showed that in the event of ineffective

communication between employees and supervisors, it generates an environment that reduces personal commitment that clouds employees' performance.

The study results indicated that embracing technology improves customer service and that Serena Hotel has the latest technology. The results further show that managers at Serena Hotel train their employees on operations of new technology. The findings further show that embracing new technology in the hotel industry help maintain organizational competitiveness by expanding market share.

The study results on managing leisure time in the hotel reveal that the employees don't get time to use facilities such as the gym and the swimming pool. The findings further reveal that the hotel observes annual leave and maternity leave. The employees also get to go on departmental team building programs once in a while.

The regression analysis done revealed that time management and managing leisure time are the variables with the highest influence on job satisfaction, followed by managing change and stress management. Self-management and managing technology have a minimal influence on an employee's job satisfaction.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations of the study. The study established several findings which contribute directly towards knowledge and policy. The recommendations for further research as well as policy and practice have been made.

5.2 Summary of Findings

The main objective of this study was to analyze the effect of work life balance on employee job satisfaction in the hospitality business in Kenya with a focus on Serena Hotel, Nairobi. The task included assessing the six main components of work life balance which include: self-management, time management, stress management, managing change, managing technology, and managing leisure time. The study reviewed previous studies with a view to establish academic gaps which the present study sought to bridge. The study employed descriptive study design and involved all employees of Serena Hotel, Nairobi branch. The employees were from the following departments: housekeeping, food & beverage services, kitchen, from office and administration department. Stratified random sampling technique was used to select the sample.

The study findings reveal that majority of Serena Hotel staff are male aged 25-34 years who are married and with kids. They have attained college diploma level of education and have worked with the hotel for a period of 11- 15 years in the food and beverage service department. From the study results in this chapter, it is evident that employees of

Serena Hotel have the ability to adjust to demands of timekeeping, hours of work and shifts, are able to perform satisfactorily because they are able to balance between work and other aspects of their life, they get enough time to enjoy their hobbies and be with their family after shift, but majority don't get enough time to sleep after getting home from work.

The study results show that even though Serena Hotel observes Flextime and the work shifts are flexible, the amount to time taken by the job makes it difficult for the staff to fulfill their family responsibilities. However the results show that setting targets, scheduling activities, and evaluating activities in advance is key to improving their performance. The findings further reveal that Serena Hotel employees handle their time well when working under pressure although their work is so involving that it sometimes causes stress at times. Furthermore, the study revealed that management of Serena hotel conducts some programs and activities to help deal with stress. However it is worth noting that some staff indicated that their supervisors are not easy to talk to when experiencing stress. The results suggest that Serena hotel cares about the mental health of their employees and is concerned with helping personnel manage stress.

The study results reveal that employees of Serena hotel are open and can easily cope to embracing change. The results also reveal that communication by leadership is key to employees managing change. The study results established that Serena Hotel employees are open to departmental rotation and the management takes employees through training in case of technology change. The study results indicated that embracing technology improves customer service and that Serena Hotel has the latest technology. The results further show

that managers at Serena Hotel train their employees on operations of new technology. The findings further show that team building is done once in a while in the departments and the employees feel that they receive the right amount of leave such as maternity and annual.

The regression analysis done revealed that time management and managing leisure time seem to be the variables with the highest influence on job satisfaction, followed by managing change and stress management. Self-management and managing technology have a minimal influence on employee job satisfaction.

5.3 Conclusion

Human resources are the greatest assets in any organization. The presence of work life balance policies in organization attract the best employees and also ensures that they retained. The main purpose of the present study was to analyze the effect of work life balance on employee job satisfaction in the hospitality business in Kenya with a focus on Serena Hotel, Nairobi. The discoveries demonstrate that there exists a positive association between work life balance and employee job satisfaction in the hospitality industry of Kenya. That all six components of work life balance namely: self-management, time management, stress management, managing change, managing technology, and managing leisure time have a critical role to play in job satisfaction of employees in the hospitality industry.

Nairobi Serena Hotel observed all the components of work life balance although our findings discovered that some improvements had to be made in order to strengthen some of the factors. The managers should ensure that employees in their various departments

are not having a hard time balancing their time at work and at home because this can automatically lead to decreased performance and job satisfaction.

The study also examined factors affecting job satisfaction such as work environment conditions, job security, work schedule flexibility, leave programs, job design, compensation, on-site service provision and relationship with co-workers. The conclusion was that job security and compensation need be improved.

5.4 Recommendation for Policy and Practice

The research findings demonstrate positive effect of work life balance and job satisfaction in Serena Hotel although more policies have to be put in place to improve and sustain work life balance. The managers in Serena should fully understand the importance of initiating work life balance in the organization because it affects job satisfaction. The support of management is very vital since some employees expressed that some managers do not listen when they express that they are stressed. The human resource manager should also ensure that all employees utilize their annual leave days. Time to relax and study or be with family or take a vacation is very important.

The study recommends the need for management of hotels in Kenya to practice work life balance or enhance it if they need to improve productivity by the employees. This comprises of making the work place a second home for the employee that they don't feel they are losing on other aspects of their life such as family, leisure time, education etc. The management can come up with programs and new activities that can make the employee feel complete and at ease when working.

The study also recommends the employee's union should negotiate better terms for them so as to cater for their needs. Literature has shown that when employee feels at ease when working productivity improves. This can be done by training employees on how they can better manage their time and self-assess themselves against goals set. The union should ensure that hotels observe work life balance policies since employees in this industry work under a lot of pressure.

5.5 Limitations of the Study

The study experienced a number of challenges such as: poor cooperation by respondents due to fear of victimization and their busy schedules at the hotel, and limited availability of literature. The study carried out a detailed and meticulous research to handle the challenge of literature availability. The study also minimized the challenge of uncooperative respondents by assuring them that no names would be used in the study for reference and also assured them that the data collected was for academic purposes only.

5.6 Recommendations for Further Studies

This study sought to investigate the effect of work life balance on employee job satisfaction in the effect of work life balance on employee job satisfaction in the hospitality business in Kenya attempting to bridge the gap in knowledge that existed. Although the study attained these, it mainly focused on the hospitality industry and more so an hotel based in the capital city. There is need to conduct a similar study in hotels from other towns in an attempt to compare the findings. There is also need to conduct a similar study on the other industries in a bid to compare the findings.

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APPENDIX

APPENDIX I: RESEARCH QUESTIONNAIRE

I'm a student in the University of Nairobi, carrying out an academic research project study in partial fulfillment of the award of the degree of Master of Science in Human Resource Management. The information obtained will help the staff and management of the Serena Group of Hotels to maintain a good work-life balance and as a result provide better services to their clients and thereby contribute even much more to the accomplishment of the institutions goals. The overall objective is to assess the impact of work-life balance on employee job satisfaction in the hospitality industry in Kenya with a focus on Serena Group of Hotels, Kenya.

The information provided will be held in confidence and will be used for academic purposes only.

Directions

1. Answer all the given questions.
2. Do not indicate your name or work number on the questionnaire.
3. Please fill where appropriate.
4. Tick on the right box or space provided.

SECTION 1: BACKGROUND INFORMATION

1. **GENDER:** Female Male

2. **AGE:** 18-24 25-34 35-44 45-54 Over 55

3. EDUCATIONAL BACKGROUND:

College Diploma

Undergraduate

Masters

Others (specify)

.....

4. NUMBER OF YEARS WITH SERENA GROUP OF HOTELS

0-5 YRS 6-10 YRS 11-15 YRS OVER 20 YR

5. SELECT YOUR DEPARTMENT

Housekeeping Department

Food and Beverage Service Department

Kitchen Department

Front Office Department

Management

6. MARRITAL STATUS

Single Single with Kids Married Married with Kids

Divorced Widowed

SECTION B: WORK-LIFE BALANCE COMPONENTS

Indicate the extent to which each of the following statements applies to you. Key; Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

SELF-MANAGEMENT	1	2	3	4	5
1. I get enough time to sleep after getting home from work.					
2. I get enough time to enjoy my hobbies and be with my family after my shift as well as exercise and eat well.					
3. I have the ability to adjust to demands of timekeeping, hours of work and shifts					
4. I am able to perform satisfactorily because am able to balance between work and other aspects of my life					

TIME MANAGEMENT					
5. Flextime is observed in Serena Hotel (flexible working hours)					
6. My work shifts are flexible.					
7. The amount of time my job takes up makes it difficult to fulfill my family responsibilities.					
8. Setting targets, scheduling activities, and evaluating activities in advance is key to improving my performance					
STRESS MANAGEMENT					
9. My work is so involving that sometimes can cause stress.					
10. I handle my time well while working under pressure.					
11. My supervisor is easy to talk to in case of experiencing stress					
12. Our manager conducts some programs and activities to help deal with stress					
MANAGING CHANGE					
13. I am open to embrace changes. I can easily cope to work changes.					
14. In case of change in technology the management takes through training.					
15. I am open to being rotated from one department to another.					
16. Communication by leadership is key to employees managing change					
MANAGING TECHNOLOGY					
17. Our managers have trained us on how to use the new technology introduced.					
18. Embracing new technology improves customer service.					
19. Serena Hotel has latest technology.					
MANAGING LEISURE TIME					
20. I receive the right amount of leaves. (maternity leave, annual leave)					
21. Once in a while we go for team building in my department.					
22. We have a gym in the hotel and a swimming pool that we can use to relax.					

SECTION C: JOB SATISFACTION

Indicate the extent to which each of the following statements apply to you. Key; Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

WORKING ENVIROMENT CONDITIONS	1	2	3	4	5
23. The physical working conditions in my work place are satisfactory.					
24. The communication levels in my department are well defined.					
25. The job environment is effective for good job performance.					
26. My supervisor recognizes and acknowledges my output at work.					
JOB SECURITY					
27. I am satisfied with the terms and conditions of my job.					
28. My employer provides satisfactory salary according to my work.					
29. I feel like all my superiors treat us equally in my department.					
30. My employer provides satisfactory salary.					
WORK SCHEDULE FLEXIBILITY					
30. Compared to the other hotels, Serena has the best working schedule.					
31. My job provides enough space and time to focus with my life out of work.					
32. The levels of turnover and absenteeism due to fatigue are rare.					
33. We have enough employees in our department so work is able to run smoothly.					
LEAVE PROGRAM					
34. My leave program improves my job performance and					

productivity.					
35. My employer provides an adequate leave policy.					
36. I am more motivated when I come back from leave.					
37. I have enough time to focus on family, myself, school and children while on leave.					
JOB DESIGN					
38. My job tasks are satisfactory.					
39. I am overwhelmed by my day-to-day job responsibilities.					
40. The job design observes job rotation, enrichment and enlargement.					
41. Best performing employees are rewarded.					
COMPENSATION/PAY					
42. I am satisfied with the work benefits I receive.					
43. I am paid well and also have other allowances.					
44. My employer provides adequate chance for promotion.					
ON-SITE SERVICES PROVISION					
45. Serena has employee counseling policies.					
46. Serena provides recreational facilities such as a gym and childcare support.					
47. We have a clinic at the hotel in case of emergency.					
RELATIONSHIP WITH CO-WORKERS					
48. My coworkers and I share ideas and work experience to help each other.					
49. My senior supervisors are very friendly.					
40. Work is effectively done when we work as a team.					
41. My co-workers are like family.					

Thank you for your cooperation and time taken to fill this questionnaire